



**Semi-Annual Progress Report
April 1, 2018 – September 30, 2018**

Title IV-E California Well-Being Project

**California Department of Social Services
February 2019**



EXECUTIVE SUMMARY

During this reporting period of April 1, 2018 – September 30, 2018, Project counties increased the number of SOP trainings for new and existing workers and most counties have increased the amount of SOP coaching provided. About half of the counties developed or improved referral and data tracking and most counties have planned or fully implemented connections between SOP and daily casework to deepen practice efforts with families. Across all Project counties, the total number of children served by SOP (56,026) exceeded the total number of children served during the last reporting period (54,259). However, the total children served fell short of the goal for the overall number of projected children to be served (60,490). Through the use of Wraparound, most Project counties saw a decrease in the number of youth needing to be re-removed and placed in out-of-home care. The number of children served by Wraparound (721) fell short of the total number of children served during the past reporting period (754).

The Project counties who fell below their projected number of children to be served have set improvement goals to be met in the next reporting period. To meet the goals, counties have committed to training new and seasoned staff to ensure consistent use of SOP with families. Some counties have streamlined or refined their referral process or criteria as a means to increase the number of children and families served by Wraparound.

The CDSS and Project counties focused on implementation fidelity during this reporting period. By monitoring fidelity, each Project site is ensuring the intervention is implemented as intended. By implementing with fidelity, Project counties increase their opportunity to achieve the outcomes intended by the SOP and Wraparound interventions. Fidelity to implementation also supports sustainability, another area of focus during this reporting period. As Project counties begin to consider how to sustain the gains achieved with the Project interventions through the use of flexible funding, part of the required analysis involves evaluating what has been effective in supporting positive outcomes for children and families. The themes of fidelity to implementation and sustainability of interventions and practice gains will continue to deepen as CDSS, Project counties, and other stakeholders continue the collaborative partnerships forged or expanded through the Project.

Regarding the Project evaluation, NCCD conducted annual site visits to each project county to conduct interviews and focus groups for the National Implementation Research Network's (NIRN) implementation drivers assessment, debriefed the 2017 parent/guardian survey with county liaisons, and prepared for the 2018 parent/guardian survey. NCCD also met with fiscal CDSS staff and county staff to further develop and prepare for a cost-substudy, in which Alameda County CWS' fiscal and timestudy data will be used to measure and analyzed aspects of SOP, specifically child and family teams. Additionally, outcome sub-studies were developed and prepared to measure permanency services in Sacramento County CWS and enhanced progressive visitation program in San Francisco CWS. The increasing size of the datasets, sealed probation

records, and the various case management and data reporting systems used by the seven probation departments continued to be challenges, on which NCCD worked closely with CDSS and counter partners to develop and implement solutions. For further information on the Project evaluation, please see Appendix C – NCCD’s semi-annual evaluation progress report.

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Introduction

The California Department of Social Services (CDSS) began operating a flexible funding child welfare demonstration project on July 1, 2007, with the child welfare and juvenile probation departments in Alameda and Los Angeles Counties. On September 29, 2014, the Administration for Children and Families (ACF) approved a five-year extension and expansion of the demonstration project, known as the Title IV-E California Well-Being Project (Project). The Project extension period is from October 1, 2014, through September 30, 2019. The Project was expanded to include the child welfare and juvenile probation departments in the counties of Butte, Lake, Sacramento, San Diego, San Francisco, Santa Clara, and Sonoma, in addition to Alameda and Los Angeles. Two counties have elected to opt out of the Project; Butte County, effective July 1, 2017, and Lake County, effective October 1, 2017.

Through the use of the Projects' two primary interventions, Safety Organized Practice (SOP)/Core Practice Model (CPM) for Child Welfare Services (CWS) agencies, and Wraparound for juvenile probation departments, Project counties seek to strengthen practice and expand services in order to improve overall outcomes for families and children who come in contact with these systems. Goals for implementation of the two primary interventions include facilitation of cross-system collaboration between the child welfare and juvenile probation systems, improved data collection and documentation practices, and leveraging existing connections to community and system partners who serve both child welfare and juvenile probation clients.

In addition to the two primary interventions, each Project county has the option to include up to two optional interventions under the Project which target the unique population within each Project county. Project counties use flexible funding through the Project to support several optional interventions including, but not limited to: evidence-based parenting programs serving parents with children in out-of-home or in-home placements; Collaborative Court serving youth between the ages of 11-17 to reduce recidivism; Partnerships for Families, comprised of a variety of preventative services offered to pregnant women and families with children at risk for child maltreatment; Family Visit Coaching, which helps parents engage with their child(ren) during visits; and Parent Orientation and Parent Mentor Program, which assists parents in the Court Family Maintenance (FM) and Family Reunification (FR) programs by providing support and information on the child welfare, foster care, and dependency court processes.

CDSS Activities

During the period from April 1, 2018 to September 30, 2018, the CDSS cross-division implementation team engaged the seven participating county child welfare and seven juvenile probation departments in a variety of communication, implementation, technical

assistance and evaluation activities. The Children and Family Services Division, Child Protection and Family Support Branch continued to provide programmatic support for Project implementation and monitoring. The Administration Division, Fiscal Forecasting and Policy Branch and Accounting and Fiscal Systems Branch provided fiscal support and monitoring, while the Research Services Branch (RSB) continued to lead statewide evaluation efforts.

Program

The Project's ongoing external communication efforts continued during the reporting period, with a specific focus on implementation fidelity, evaluation, and sustainability to promote consistence across the counties to maximize the quality of the evaluation. The CDSS facilitated quarterly individual county calls, quarterly all-county calls, annual individual county site visits, and quarterly SOP and Wraparound collaboratives to support partnerships, sharing of promising practices, and further the analysis and action planning required to support sustainability and transition in anticipation of the Project ending on September 30, 2019. Each of these activities included internal program, fiscal, and research partners, Casey Family Programs (CFP) for technical support, the National Council on Crime and Delinquency (NCCD) and Westat for the evaluation, i.e. Communications to support project communications, and the Resource Center for Family Focused Practice (RCFFP), and each of California's regional training academies (RTA) to support the various learning opportunities outlined below.

Following the Fidelity training provided in October 2017 (during the prior reporting period) to child welfare and probation representatives, each Project site completed a fidelity self-assessment and provided the results to CDSS. Using the self-assessment information, CDSS worked with a subject matter expert to provide targeted fidelity support and coaching to Project juvenile probation departments from May through June 2018. CDSS will partner with the RTAs to provide child welfare agencies with SOP and CPM fidelity coaching beginning in October 2018.

The CDSS continued to partner with the RTAs, the RCFFP, and CFP to advance Wraparound and SOP knowledge and collaborate with participating counties, providers, and other stakeholders. This partnership continued to support quarterly SOP and Wraparound Collaboratives, which focus on implementation of critical elements, cross-agency communication, and collaboration. The Wraparound Collaborative meetings during this reporting period were held on April 10, 2018 and September 25, 2018. The Wraparound Collaborative included discussions on advanced Wraparound implementation practices, including innovative engagement strategies and tools, and how to overcome team-building challenges. Attendees participated in group discussions to explore the different factors that affect them, as staff or providers, and their engagement during the Wraparound process. In addition, Manuel Lua, Regional Director of Victor Community Support Services, discussed Continuous Quality Improvement (CQI) within the context of Wraparound implementation, emphasizing the complications of creating, evaluating and sustaining an effective Wraparound program.

The SOP Collaborative meeting during this reporting period was held on August 21, 2018, and included discussions on SOP implementation strategies, tips, and tools within a trauma-informed framework. This included discussion of engagement strategies and social work interventions that could be applied to interactions with children and families.

On June 26 and 27, 2018, The Northern Regional Training Academy hosted a statewide SOP Conference. The statewide conference provided an opportunity for counties implementing SOP to explore strategies for rigor and depth of practice across the case continuum, and to share strengths, challenges and successes around implementation and sustainability. During the conference, workers shared their recommendations for best and innovative SOP practices across all aspects of the child welfare case continuum, from the hotline through permanency; the Northern Regional Training Academy documented these recommendations in the newest tip sheet titled “Tips from the Field” which is accessible on the Project webpage.

Following the SOP Conference, CDSS partnered with the Northern Regional Training Academy to host a statewide SOP Leadership Summit on September 12, 2018. The SOP Leadership Summit provided an overview of the current status of Safety Organized Practice in California, and described how SOP aligns and supports all other practices and activities including Continuum of Care Reform (CCR), Child and Family Teaming (CFT), and the Intergrated Core Practice Model (ICPM) to provide a strong foundation for child welfare practice. Leaders from several Project counties shared successes and lessons learned from their multi-year focused SOP implementation and practice including the importance of leaders being trained in SOP so that they can authentically support the practice.

CDSS program consultants conducted site visits at each Project site, with visits taking place between April and September 2018. The site visits focused on the themes of fidelity and sustainability. Consultants observed county specific intervention methods related to Safety Organized Practice (SOP)/Core Practice Model (CPM) and Wraparound Services, and held focus groups with providers, workers and supervisors. Through the observations and focus group discussions, CDSS program consultants noted many promising practices including the use of CFTs as a strategy to prevent children from entering foster care by providing services to the whole family and strengthening natural supports; use of re-entry officers to prepare youth for successful and supported re-entry into the community after being in custody; use of Review, Evaluate, Direct (RED) Teams at the hotline to support efficient and effective response to children and families as well as responsible use of community and staff resources; and, creative and innovative messaging to staff about SOP strategies and tools to engage, assess and address safety concerns, and collaboratively develop plans that meet needs and build strengths.

Fiscal

The CDSS continued to provide ongoing fiscal technical assistance to Project counties through a variety of avenues which are critical to support Project sites' continuing participation in the Project as well as their sustainability analyses. The Fiscal Policy and Analysis Bureau conducted two fiscal operations reviews of Project counties' child welfare and juvenile probation agencies' Title IV-E claiming practices and expenditures during this reporting period. Technical assistance and direction were provided onsite as a result of the fiscal reviews. Findings included a lack of evidence of System for Award Management queries accompanying contracts, inconsistent training of staff surrounding the time study process and procedures, and incorrect use of the type of expense code used to claim costs. While these were areas where improvement had been identified, there continued to be minimal fiscal impacts to the claims reviewed. Quality improvement suggestions, best practices, and recommendations to improve processes and procedures were addressed in each county's post-review letter. The recommended improvements included providing additional time study training and providing program code descriptions that include the allowable activities for time study codes to county staff, enhancing desk manuals, quality control checks on time studies, and encouraging sharing of materials across counties. The CDSS also provided support to the counties on an as-needed basis. As the Department moves into the final year of the Project, the reviews will be shifting to increased desk reviews and one-day onsite visits. The focus will transition to a post-Project sustainability environment with availability to the counties for fiscal assistance.

Another source of ongoing fiscal technical assistance was intermittent fiscal conference calls with the Evaluation Team, continuing the discussion on the administration data system.

Lastly, CDSS and ACF signed updated federal terms and conditions to include supplemental funds for FFY 2016 and FFY 2017 for new Title IV-E eligible activities not included in the base, and a corresponding quarterly schedule of payments was approved.

The March 2018 Quarter CB-496 report was submitted to ACF on May 31, 2018, and the June 2018 Quarter CB-496 report was submitted to ACF on August 24, 2018.

Evaluation

Activities

The CDSS and the Evaluation Team continued to hold bi-weekly check-in calls to ensure evaluation activities were progressing in a timely manner. With the support of CDSS staff, the Evaluation Team continued to host monthly Evaluation Steering Committee meetings and participate in quarterly calls with Project agencies. The CDSS fiscal and accounting teams have continued communication with the Evaluation Team to offer assistance on the methodology as well as how CDSS collects, tracks, and interprets the fiscal data. The CDSS research staff joined these meetings to ensure the

data and study design meet the requirements set forth in the Project evaluation contract.

The CDSS continued to facilitate and support the identification of and access to useful data to measure well-being. The CDSS is working with the NCCD to amend the contract so that mental health claims data from the Department of Health Care Services (DHCS) can be accessed. This data will then be used to construct a measure of well-being, since a primary goal of the project was to improve the well-being of children and families. The original plan of using Child and Adolescent Needs and Strengths assessment (CANS) data is not feasible due to the late rollout of CANS.

The CDSS Research Services Branch staff will continue to provide support to the Evaluation Team throughout the Project to ensure the Evaluation Team has the necessary tools and understanding of CDSS' data to carry out a successful and informative evaluation.

Data Collection

Process Study

The Evaluation Team conducted site visits that included leadership interviews, focus groups with agency staff, and focus groups with community-based provider agencies contracted for waiver interventions. They sent out parent/guardian surveys again, but are no longer sending out staff surveys. The data analyses from these surveys are being utilized by CDSS to inform technical assistance conversations with counties, serving as an application of CQI efforts. Survey results are provided in Appendix C.

Outcome Study

The Evaluation Team continued to receive extracts from the Child Welfare Services/Case Management System (CWS/CMS), California's Statewide Automated Child Welfare Information System, and has presented baseline, pre-implementation data for most of the research questions in the outcome study within the Interim Report. The CDSS asked the Evaluation Team to continue providing periodic updates on the outcome measures at various points throughout the duration of the Project.

The Evaluation Team reviewed parent and guardian surveys and examined the results in light of the outcomes data. They also analyzed child welfare and probation outcomes data. This research and the Evaluation Team's preliminary conclusions are included within Appendix C to this report.

The NCCD is moving forward with an amendment to their contract with the CDSS that will give them access to Medi-Cal specialty mental health claims data. This data will be used to develop a measure of well-being. The Evaluation Team explored other data sources that could be used to construct a measure of well-being, but Child and Family Services Review (CFSR) Case Review Data, External Quality Review Organizations (EQRO) data, and CANS data were not viable options due to missing data and data structure.

Finally, the Evaluation Team worked on developing models for outcome data analysis. They developed both Interrupted Time-Series (ITS) analyses as well as hierarchical logistic regression models. Preliminary outcomes using these models are included in Appendix C.

Cost Study

The CDSS continued to provide quarterly fiscal data which includes the County Expense Claims, Waiver specific ledgers, CA 237 reports, Quarterly Fiscal Supplemental Form, SOC 291, FCI 561, and the DFA C430. The Evaluation Team examined options to align cost data with the outcomes analysis. An update is included in Appendix C.

Sub-Studies

Outcome Sub-Studies

Outcome sub-study efforts continue with Sacramento County Child Protective Services (CPS) and San Francisco Human Service Agency (SFHSA), Family and Children Services Division. The CDSS continued to provide support for all parties involved and participates in bi-weekly conference calls to monitor progress and provide technical assistance. Please see Appendix C for details on each sub-study, including current status and activities during this reporting period.

Cost Sub-Study

The Evaluation Team is moving forward with conducting a cost sub-study with Alameda County's Children and Family Services Department (CFSD). Please see Appendix C for details on this cost sub-study, including current status, and activities during this reporting period.

Demonstration Status, Activities, and Accomplishments

Safety Organized Practice (SOP)

Child welfare departments in the Project counties are implementing the SOP initiative to support the statewide Integrated Core Practice Model (CPM) and further enhance social work practice. Specific elements of SOP include family engagement and assessment, behaviorally based case planning, transition planning, ongoing monitoring, and case plan adaptation, as appropriate. Specific services to be implemented as part of SOP include safety mapping/networks, effective safety planning at foster care entry and exit, capturing the children's voice, solution-focused interviewing, motivational interviewing, and case teaming¹. The SOP fidelity is commonly measured and monitored using case review tools and supervisory checklists. Project counties are varied in their use of fidelity tools, with some counties conducting regular case reviews and observations of

¹ California's amended Terms and Conditions, 2014

practice, and others working to develop and train staff on tools.

As the SOP table illustrates, across all of the Project counties the total number of children served by SOP (56,026) fell below the overall number of projected children to be served (60,490) in this report period. Reasons for this shortfall are described in the individual county sections below. The Project counties who fell below their projected number of children to be served made plans for improvement within the next report period. Counties committed to training of both new and seasoned staff to ensure consistent use of SOP with families.

SOP			
County	Projected # of children to be served in this reporting period	Actual # of children served	Projected # of children to be served in next reporting period
Alameda County	5,350	5,345	5,300
Los Angeles County	24,000	24,000	24,000
Sacramento County	12,685	12,070	12,794
San Diego County	12,474	8,232	12,336
San Francisco County	Approximately 2,575	Approximately 3,000	Approximately 3,000
Santa Clara County	1,956	1,848	1,907
Sonoma County	1,450	1,531	1,200
Total	60,490	56,026	60,586

Alameda County

Alameda County Children and Family Services (CFS) continued to make significant progress with SOP implementation which has a positive impact on the number of children being served. Alameda County CFS projected to serve 5,350 children during this reporting period. The agency provided services to 5,345 children, as follows: 3,775 Children in investigated referrals during the past 6 months, and 1,570 children in active cases.

Implementation and integration of SOP continued in the following areas of practice: Hotline, Emergency Response Unit, Family Maintenance, Family Reunification, Dependency Investigation, Independent Living Program, Adoptions, and Placements. Alameda County's after-hours operations and family preservation programs are now implementing all elements of SOP strategies and tools. Implementation began on June 5, 2018. Internal and external coaches continue to be utilized in Alameda County to support retention and application of SOP strategies/tools. The coaches are available to Child Welfare Supervisors for individual or group coaching sessions. The SOP clinics are also available to program units which offered quarterly. Internal coaches provided 102 coaching sessions (169.5 hours of coaching) this reporting period. Casey Family Programs continues to host SOP clinics that Alameda County staff attend to further their

learning and understanding. During this reporting period coaching of SOP was implemented using the 3 internal coaches to engage staff during routine work in the office. The SOP training modules for Child Welfare Workers (CWW) continued being offered to all CWW inductees. The new CWWs were trained in two cohorts to ensure they all receive the SOP training in a timely manner. By having a smaller training class, the hope is that it will enrich the learning environment.

Alameda County SOP Marketing Team continues to foster excitement for SOP implementation efforts. Recently the team released multiple success stories of CWW's using SOP strategies and/or tools. The SOP champions have been video recorded as they tell their stories. The SOP implementation team continued to meet monthly to develop proposals and strategies for SOP implementation. During this reporting period CWWs joined the implementation team to give direct input, raise questions, provide insight, and generate ideas to improve SOP practice. There are five task teams within the SOP Implementation team that meet as needed. The task teams include: equity/inclusion, evaluation, marketing/communication, policy/Online Practice Guide, and strategy. As information is being developed by the task team and approved by the Department Executive Team, information will be added to the Online Practice Guide.

Alameda County Department of Family and Children Services (DFCS) utilizes a number of strategies for monitoring fidelity, including SOP case reviews; supervisor checklists; supervisor and social worker surveys about worker knowledge, skills and attitudes/beliefs; parent and youth feedback surveys; and a log tracking coaching activities and surveys of coaching participants. During the past 6 months Alameda County piloted a SOP case review tool and 35 cases were completed. Minor adjustments have been made to the tool and the county has created a survey monkey version of the tool to enable easier data entry and summary analysis. The county plans to administer the SOP supervisor checklist beginning Fall 2018.

Systemic Issues

Alameda County has not reported any systemic issues this reporting period.

Key Investments and Sustainability

Alameda County is currently reviewing all programming that is funded via the waiver to help determine sustainability. A presentation was conducted with the Board of Supervisors in September 2018 and another presentation was requested for February 2019 to discuss the programs that are due for elimination or reduction. Alameda County would like to see California become an early adopter of Families First Prevention Services Act (FFPSA), as several programs currently funded by Waiver dollars are evidence-based programs and could be sustained through FFPSA. Fiscal analysis has determined that Alameda county's estimated impact of the loss from waiver funds will be approximately \$30 million per year. Alameda County is not considering any new investments at this time.

Success Story - Alameda County CFS

SOP success stories can be watched on YouTube links below as Alameda County CWWs have shared successes within the following for areas:

(1) SOP Safety Planning:

https://www.youtube.com/watch?v=69d_bpJmP0o&feature=youtu.be

(2) Using 3 Houses during an Investigation:

<https://www.youtube.com/watch?v=HhIZ03M3PQ&feature=youtu.be>

(3) Adapting 3 Houses to 3 Basketballs and sharing with parents during a contentious mediation:

<https://www.youtube.com/watch?v=WgHIXh7oKSA&feature=youtu.be>

(4) Assessing Harm using Solution Focused Inquiry and SDM:

<https://www.youtube.com/watch?v=KeM0uPnIKXY&feature=youtu.be>.

Los Angeles County Department of Children and Family Services (DCFS)

Los Angeles Department of Children and Family Services (DCFS) continued to focus on sustaining implementation and practice of the Core Practice Model (CPM). The county served 24,000 youth for this reporting period and projects to serve the same number for the next reporting period.

Barriers to serving children with this intervention included aligning the Quality Service Review (QSR) to the the Core Practice Model to strengthen the language and practice within the DCFS. There is a need to cross train staff to ensure that language and messaging is consistent in both sections. Coaching support to strengthen practice was delayed several months due to staff redeployment to address emergent needs at the department and beginning September 2018, the coaching skills development support has resumed in the regional offices. The DCFS has increased the number of certified facilitators by 24.5 percent (from 2,089 to 2,601); coaches by 9.0 percent (from 460 to 502 and coach developers by 6.6 percent (from 76 to 81). These facilitators are across all levels of staff and programs, not only line staff.

Systemic Issues

Los Angeles County has not reported any systemic issues this reporting period.

Key Investments and Sustainability

The DCFS does not have any additional key investments using waiver funds that are identified as an optional intervention.

Without the waiver funding, Los Angeles DCFS will lose approximately \$180 million in funding per year. All children ages zero to 17 will be affected by the loss of these funds and the DCFS risks under-serving families and creating barriers to reunification. The percentage of children who are federally eligible has decreased over 35 percent since the start of the first waiver cohort beginning in July 1, 2007. While the DCFS may not have to fully discontinue any programs, the loss of funding will impact the ability to provide quality services to children and current contracts may have to be reduced. These services include, but are not limited to:

- CFT meetings
- Multi-disciplinary Assessment Team
- Coordinated Services Action Team
- Commercial and Sexual Exploitation of Children (CSEC)
- Wraparound
- Family Preservation Services
- Victims of violent crimes
- The Prevention & Aftercare intervention
- The Multi-Agency Response Team
- Up Front Assessments

Success Story – Los Angeles DCFS

In April of 2017, SF (pseudonym for the minor) along with SF's father came (as a walk-in) to the South Bay Counseling Center (SBCC) in need of Prevention and Aftercare services. SF had recently fathered a beautiful baby boy. Unfortunately when the baby was born, both SF and the baby's mother tested positive for methamphetamines. The baby was detained by the DCFS and placed in the care of a family member.

The SBCC assigned the case to the Family Development Coach (FDC) from the City of Carson. At the initial meeting, SF shared the Dependency Court minute order with the FDC. The parents had a list of items they needed to take care of before being able to possibly obtain custody of their baby boy. Per the minute order, the mother was to enroll in parenting classes, counseling and a drug treatment program. She had to do weekly drug testing as well. SF also had to enroll in parenting classes and substance abuse counseling. Both parents needed to monitor their child's health, safety and well-being while in the custody of SF's aunt, stay free from illegal drugs and maintain a loving relationship with the baby by visiting three times a week. The FDC met with both of the baby's parents weekly. During their first meeting, she referred the baby's mother to counseling at SBCC and SF asked to also be referred, although it wasn't required for him. They were both assigned a therapist and have been seeing her weekly. The baby's mother was also referred to Behavioral Health Services (BHS) for substance abuse counseling and testing. She tested clean each time. From the beginning, it was clear to the FDC that this couple wanted to work hard and do whatever it took to get their son back. Together, the baby's parents attended weekly parenting class at SBCC and visited with the baby three times a week.

In February 2018, the Court ordered the baby to be returned home to the parents. They were extremely grateful for all of the support their FDC provided to them in order for them to stay on track and do what was required to get their little boy back into their lives permanently. Since the baby returned home, the FDC referred the family to Preschool Without Walls, a program at SBCC promoting attachment and bonding for parents and their little ones. Most weeks, both parents go with their baby and learn how to become better parents. The program has also helped them learn more about the social and emotional development not only of the baby, but of themselves as well.

Although the mom had to complete the substance abuse counseling program at BHS prior to minor being returned to her care, she has chosen to enroll in their Aftercare program as an additional source of support. These parents have definitely made the commitment to be caring and nurturing parents to son. For a more in-depth look at Los Angeles County's Waiver successes, please see appendix E.

Sacramento County Child Protective Services (CPS)

For purposes of the Project, Sacramento County CPS serves the population age range of zero to 17 with SOP, and the target population includes all children and families receiving services from CPS who are involved in a referral or a case due to child abuse and/or neglect. The projected number of children to be served during this reporting period was 12,685. At this juncture in the Project, CPS will begin looking at percentages of children and families served rather than an actual number of children. There is inherent difficulty in specifically verifying the number and the percentage of children served given system issues with CWS/CMS. The CWS/CMS does not allow counties to capture specific information outlining whether cases or referrals received the SOP intervention. The information above outlines the approximate number of children served in addition to the percentage. This number and percentage is generated from a calculation that looks at the number of social work staff trained in the intervention. A challenge in calculating the number of children served is that there is not a specific field in CWS/CMS that demonstrates that SOP has been used on a specific case. Simply put, there is not a “box to be checked” in a case/referral when a social worker uses an SOP intervention with a family. This makes it difficult to determine the actual number of children served with the intervention. During this reporting period, 82 percent of the total child population, or 12,070 children in CPS have been served with SOP. With continued emphasis on this intervention as an integral component of Sacramento County’s implementation of the CPM, it is anticipated that this percentage will continue to increase with each progress report. While the projected number for this reporting period was not achieved, the overall percentage of children served has increased from 77 percent to 82 percent. There were not any identified barriers to full achievement for this reporting period. The CPS contends that the percentage of children served by this intervention will continue to increase based on the following:

- SOP practices are continually emphasized throughout the agency as a part of ongoing trainings, workshops, and coaching services. Therefore, staff have become more adept at understanding and effectively utilizing the intervention.
- Documentation guidelines were developed and put into practice, thereby increasing the use of SOP by staff as there is an embedded component of quality assurance.
- Ongoing managerial participation in SOP implementation and activities has increased awareness and use of the intervention across the division.
- Implementation of the Child Welfare CPM has begun at the managerial and supervisory level. The CPM model further reinforces the practice of SOP.

As CPS has arrived at full implementation, it is anticipated that the percentage of children to be served during the next reporting period will continue to increase. CPS is projecting that 88 percent of children will be served during the next reporting period.

Several key achievements were reached during this reporting period. Program managers and SOP coaches attended quarterly interactive meetings to share

successes and challenges of SOP implementation across the division. These meetings create group-learning opportunities. In August 2018, the Emergency Response and Informal Supervision managerial teams began utilizing an updated Quality Review Tool. Program managers are expected to review two open referrals per unit on a monthly basis as a fidelity strategy and a component of CQI. This updated tool incorporates the use of SOP practices such as the reflection of family/child voice, safety planning, and the inclusion of a safety network. The tool also assesses whether or not the required Harm and Danger Statements were written to fidelity and specifically outlines which SOP tools were used with the family.

The CPS has been completing Permanency Case Reviews (PCRs) since June 2015. These case reviews are a structured, in-depth focused version of teaming aimed at exploring permanency options for identified youth utilizing the SOP framework. While this is not a new practice, these reviews continue to be one of the internal tools used to monitor SOP practices in permanency. The PCR provides an opportunity for managers to review ongoing cases to identify strengths and barriers to permanency. The SOP mapping is one of the methods utilized and is an effective way to complete this review process.

In February 2018, CPS Executive Management Team completed a new tool “Coaching and Effectiveness Survey” initiated by the Regional Training Academy. This survey was aimed at assessing the overall effectiveness of SOP coaching from a managerial perspective. The CPS will review this data together with information gathered from the Supervisor’s Checklist and the SOP Case Reviews upon completion.

Accomplishments also include a continuation of increasing use of SOP in all aspects of their work with children and families. Staff use of SOP is an embedded component of quality assurance. The ongoing managerial participation in SOP implementation activities has increased awareness and the use of the intervention across the division. The SOP Coaching workshops have been created to enhance learning and provide a venue for staff to test out new skills. The SOP tools, such as “the Three Questions”, are consistently incorporated into meeting frameworks across the division. This structure not only provides effective organization, but also models the parallel process. The CPS has continued to include SOP training components for a variety of internal and external stakeholders including: Family Service Workers and Community Incubation Leads (CIL) to improve access to services in targeted communities with a goal of reducing the number of African-American child deaths. The CILs have supported the department’s work with families by utilizing Appreciative Inquiry techniques to better engage clients, utilizing Safety Mapping to structure their multidisciplinary team meetings, supporting the department when discussing harm and danger statements with clients, helping clients build their support networks, and utilizing a strengths-based approach when working with clients.

The CPS also has implemented both Prevention Child and Family Team (CFT) and Permanency CFT meetings. The facilitators have received SOP training and are consistently incorporating SOP tools within the teaming meetings. CPS contracted with a provider who has experience facilitating CFTs to facilitate the Permanency CFTs.

This was done to ensure consistency in the facilitation. Prevention CFTs were developed to address potential risk of removal and/or safety concerns. These teaming meetings are facilitated by a unit of specially trained CPS social workers and are utilized throughout an investigation to ensure the family's voice is heard, that participants in safety planning understand the safety risks and their role, and, when possible, to establish a plan that can safely prevent the need for a youth to come into care.

Additionally, CPS developed a new position titled Relative Engagement Specialist Social Workers (RES) social workers. The roll of the RES social worker is to conduct family mining for early identification of family, friends, and Non-Relative/Extended Family Members for safety planning and Emergency Response (ER) investigations. The RES social worker's role allows the ER social worker to focus on the investigation, family engagement and establishing safety. The CPS continues to explore a variety of avenues in which to utilize their contracted coaches. In addition to providing monthly support to supervisors and their teams, coaches have collaborated with the agency to create ongoing workshops aimed at deepening social work practice.

The Northern California Training Academy, Principles of Safety Organized Practice-Supervisory Checklist was distributed and completed by supervisors from February through May of 2018. The CPS has recently obtained the results of this fidelity tool and is determining the most effective ways to use the information to inform practice and further enhance implementation. The department partnered with the Northern Regional Training Academy to conduct a second round of SOP Case Reviews using the Northern California Training Academy SOP Case File Review Tool. Case Reviews were conducted in August and September of 2018 utilizing a combination of county staff (Human Services Program Planners, Human Services Program Specialists, and Human Services Supervisors) and Northern RTA staff. The CPS will use the results of these case reviews to determine further implementation and maintenance efforts. In order to continually engage in quality improvement for SOP, training needs will continue to be identified to enhance SOP practices throughout the agency.

The CPS also experienced barriers to SOP implementation during this reporting period. Advanced SOP training is not consistently providing the "next level" of support needed by social workers and supervisors. Upon further investigation, staff have reported to their supervisors that the trainings are not providing specific "next steps" to move their SOP practice forward. It is difficult to determine what type of advance training will be most effective for the agency as a whole. As such, CPS is seeking out the best way to embed a consistent practice of conducting SOP Case Reviews on an ongoing basis. The SOP Steering Committee is continuing to determine how best to integrate social worker and supervisory "voice" into the implementation team. The participation at this level has not been consistent.

Systemic Issues

As articulated in previous reports, the statewide CWS/CMS system is not set up to capture specific SOP components. This issue will continue to be a barrier for the duration of the project. The CPS also has challenges with the transition of Group

Homes to Short Term Residential Treatment Programs (STRTP) in progress under the Continuum of Care Reform (CCR) regarding recruitment and retention of Resource Families. Under CCR, counties must step-down youth who will not meet the criteria for STRTP home-based setting placements. Securing placement homes for high acuity youth is difficult as there is currently a lack of families prepared for and/or willing to care for these youth. Additionally, CPS is receiving consultation services from Dr. Denise Goodman to help inform recruitment and retention strategies. The department is digging into county resource family data and conducting the research that Dr. Goodman recommended before beginning actual recruitment efforts in order to ensure that the efforts will be targeting the actual type of family they are trying to increase. The first focus area will be recruiting homes that are willing and able to take high acuity youth who may be stepping down from congregate care.

The CPS continues to have issues with staff turnover. To address their staffing needs, CPS utilizes large hiring events where managers and supervisors team together to interview potential social work candidates. These events provide an avenue for managerial staff to discuss the qualifications of candidates and provide continuity and consistency across the interview process. The system issues and challenges have affected operations, but they have not prevented CPS from providing services to children and families.

Key Investments and Sustainability

The Sacramento County CPS does not have any key investments using waiver funds that are not identified as an optional intervention for the Project. The CPS has not identified an alternative source of funding to sustain the Birth and Beyond (B&B) intervention which is currently funded through the waiver. The county intends to continue utilization of SOP as a sustained practice.

The CPS is still discussing ways in which the prevention services for the population of children age six and older can be continued after the waiver sunsets. The division is also following developments regarding the Families First Prevention Services Act (FFPSA) and as more information comes forward, the department will assess whether any of the funding can be used to sustain services. County CPS continues to believe that their permanency interventions will be sustainable in whole or in part, as many of the activities are allowed under traditional IV-E funding. The CPS is committed to sustaining as many practices as possible that they believe have led to improved outcomes, but will not be supported through traditional IV-E funding when the Project ends. The division is working with Casey Family Programs, who is providing technical assistance on strategies and approaches to planning to sustain programs currently funded with waiver funds.

Success Story - Sacramento CPS

This is a success story highlighting the Birth and Beyond program. The referral came to the Birth and Beyond (B&B) program as a Differential Response (DR) and was a high risk staffing due to the conditions of the home, unmet mental health needs, parental conflict, a high level of poverty, and a child with special needs, all adding to the stress of the family. A high risk staffing is when an ER referral Structured Decision Making (SDM) risk level is high or very high and a DR referral is made to Birth & Beyond. A high risk staffing is held to discuss the issues within the family and the reason the family was brought to CPS' attention to ensure that the B&B site can serve the family and meet their needs. The home visitor was hesitant to continue providing services due to the conditions of the home and the various needs. With ongoing support and joint visits with the supervisor, reviewing strengths-based services, and observing how the parents were showing progress, the home visitor's efforts were successful. The parents both graduated from the Nurturing Parenting Program (NPP), the six-year-old child began receiving additional supportive services for developmental delays from Alta Regional Center and the school district, and the parents began attending the family resource center for activities and continued mental health services. The toddler became more verbal and engaged with the parents and the infant showed steady healthy development. The father was able to secure new employment and both parents stated that they learned new ways to communicate with less frustration and improved understanding. The home visitor felt a sense of achievement and pride in her work with the family. For a more in-depth look at Sacramento County's Waiver successes, please see appendix F.

San Diego County

San Diego County CWS projected to serve 70 percent of all families (10,794) using SOP practices during this reporting period. San Diego CWS served 66 percent of families (8,232), making them four percent short of their projected goal. San Diego County CWS has achieved many goals this reporting period including modifying contracts to ensure services are provided in an integrated, family-centered approach. The department also provided supports to caregivers to allow for increased participation by children and youth in social-emotional development opportunities, such as transportation to sports programs or camps. The department was able to use Foster Parent Recruitment and Retention Services (FPRRS) funding to provide this support to resource families as well.

During this reporting period 271 youth ages 6-17 received initial screenings with an additional 251 re-screenings. San Diego CWS continues to use the Strengths and Difficulties Questionnaire (SDQ) but will be transitioning to the Child and Adolescent Needs and Strengths (CANS) during the next reporting period. Currently each family is assessed using the Family Strengths and Needs Assessment (FSNA) to assist with

assessing trauma in the parents. The FSNA is not an official screening tool and this will be phased out soon. San Diego CWS hopes that the CANS assessment will continue to address these issues with the parents.

San Diego CWS assess fidelity through case reviews, referral reviews, and SOP coaching sessions. The established process results in 56 reviews conducted each month and all documented components of SOP are measured which include: SOP tools, safety mapping, safety networks, SOP language, engagement, and behaviorally based case plans. Trends identified through the fidelity reviews are discussed in CQI meetings with regional CQI Policy Analysts, who share the information in their regional offices.

Systemic Issues

San Diego CWS reports the CWS/CMS system limits the ability to access data. San Diego CWS uses a CQI tracking tool to collect data from case and referral reviews, however, the CQI tool is not web based and is still being completed and stored using soft copies with manual tracking of this data.

Key investments and Sustainability

San Diego CWS sustainability planning consists of reviewing strategies, initiatives, programs, processes, procedures, work flow, staffing programs, services, contracts, and staffing that were put in place with the initial influx of Title IV-E dollars under the Project. These items were discussed in a weekly Waiver Sustainability Planning Workgroup with representatives from Policy and Program Support, Contracts, and Fiscal. Feedback was also sought from the Waiver Steering Committee, which includes regional representatives.

Through this work, San Diego CWS has been able to identify some processes that, if changed, could eliminate fiscal waste, and have identified alternative strategies to utilize staffing and contracts to reduce costs. Many suggestions regarding more effective program function and workforce development were generated, which have no additional cost, but could potentially lead to savings if families were served more effectively.

Success Story - San Diego CWS

Worker L recently had a referral on a family who had a 14-year-old youth who had previously touched a young, developmentally delayed family member inappropriately. The new referral was also regarding the youth touching a different young family member inappropriately. L documented and demonstrated the skillful use of follow up questions, open-ended questions, and solution-focused inquiry. L asked preferred future questions, which was powerful because the parents were very disappointed in the youth. L was able to shift this by asking what they hope the youth's future will look like. L also asked the youth about his worries and he said not having any friends. L was able to use cultural questions and an informal ecomap to identify ways to build up youth's safety network, which included reconnecting him back with his church youth group, which they were able to do in a safe manner.

L also used the 3 questions with everyone and identified a strong safety network. L also gave specific resources for the family and documented that there was a discussion around child abuse laws, which does not always make it in the contact notes.

San Francisco County

* NOTE: San Francisco's Family and Children's Services (FCS) is a division of the larger San Francisco Human Services Agency (SFHSA). Throughout this document, FCS is generally used to refer to the county agency. However, in some areas the larger SFHSA is more involved and this term is used.

San Francisco County FCS served approximately 3,000 children/youth during this reporting period utilizing the SOP intervention. This number includes referrals received, investigations, in-home, and out-of-home cases. They expect to serve approximately the same number of children/youth during the next reporting period.

FCS continued to use and study Review, Evaluate, and Direct (RED) teams as an effective use of teaming on the hotline. They anticipate the study will conclude near the end of 2018. Based on the study results, they will determine whether RED teams will continue as they are, if they should be used with specific populations or referral categories (CSEC for example), or if they should be eliminated altogether. Anecdotally, the team approach appears to be connecting low and moderate risk families to community services more effectively and more efficiently than when the RED team is not used.

During this reporting period, FCS was able to obtain test data extract from First 5, the holder of Family Resource Center data which serves as the DR provider. FCS was able

to draft a logic model and are in the process of mapping those elements to the data available.

The agency continued to integrate a case consultation model similar to the one used in RED teams throughout the life of a case and across various programs. With the help of the NCCD, they continue to build skills that allow better use of solution focused questions on a supervisor and management level to model SOP and provide enhanced support and direction.

Finally, FCS has contracted with NCCD to provide training on the Safe and Together Model for staff and community partners. This model integrates SOP with safety planning and intervention specifically when domestic violence is a factor in the home. One of the goals of using this model is to better align safety plans with those developed by community partners using a behaviorally-specific, transparent, and solution-focused method.

No fiscal trends have been identified aside from the increase in infrastructure and staffing to support implementation. This includes expansion of the Workforce Development Team to include coaches and a training unit, additional analyst support to improve tracking and implementation, and program managers in the case carrying units to enhance support and accountability. Once FCS has the full evaluation for the RED team project, they will be better positioned to determine the need to increase support to community partners.

Systemic Issues

San Francisco County FCS reports no changes to their systemic issues since last reporting period.

Key Investments and Sustainability

San Francisco County FCS is systematically examining all expenditures (both waiver investments and regular expenses) to determine their effectiveness and efficiency. With this assessment, they will be able to identify funding that can be freed to sustain any additional waiver investments, and/or present solid evaluation findings to support use of local funds.

FCS has embedded SOP strategies and tools throughout their policies and practice, and created new tools to reinforce SOP strategies for case consultation, RED Teams, supervision, and court reports. They have embedded concepts from SOP throughout the workforce development system and utilize competencies based on SOP and the California Integrated Core Practice Model (ICPM) to guide and support their selection, training/coaching, and performance evaluation system. The agency will also proceed with fidelity assessment again in 2019, evolving the fidelity tools to reflect concepts from both SOP and the ICPM behaviors. All of these activities will continue in a post-waiver environment.

FCS is conducting evaluation work on expanded Wraparound which is intended to support sustainability of this investment by articulating the improved outcomes that it achieves. They intend to use the information to assist in justifying the use of county or realignment funds that will be able to sustain the expansion.

Success Story – San Francisco FCS

In this reporting period, Seneca finalized its 2016/2017 evaluation report. A total of 72 clients from child welfare and juvenile probation were served through the waiver, with 292 total clients (both waiver and non-waiver) served in the same fiscal year. Of the 46 children from child welfare served through the waiver, half (23) were under 12 years of age. The ability to serve younger children, who may not yet be at risk of group home placement or who are non-dependents, allows the family to access prevention services through wraparound that can help keep them home and/or out of congregate care facilities.

Fidelity

The agency monitors staff, providers, and practice regularly through case reviews with the CQI unit. Supervisors and social workers are formally assessed every three years. Annual staff performance evaluations are also aligned with ICPM/SOP and are used to assist staff in further developing those skills and practices. Providers evaluations have been written into the contract process. Providers are offered support through coaching and advanced training to align their practice with ICPM/SOP. The agency continues to see progress in the use of SOP tools and in ICPM behaviors.

Santa Clara County Department of Family and Childrens Services (DFCS)

In Santa Clara County, the Child and Family Practice Model (CFPM), which integrates SOP tools, is an agency-wide intervention. The DFCS projected to serve 1,907 children and youth ages zero to 17, inclusive, with this intervention. They served an average of 1,848 during this reporting period and project to serve 1,956 in the upcoming reporting period. Due to decline of children in open cases, the number of children expected to be served by SOP also declined. For more information, please see Appendix B. All youth opened to the DFCS system of care are offered treatment utilizing evidence-based interventions and evidence-based practices. Trauma-focused interventions include Child Parent Psychotherapy and trauma-focused cognitive behavioral health services.

The DFCS reported many accomplishments during this reporting period. Since the launch of the program in December 2016 and through June 30, 2018, the Cultural Broker (CB) Program has received 555 referrals. Over 69 percent of families referred to the program enrolled in services offered by a CB; the remaining declined a service referral. The predominant communities served are those of Latino ancestry, followed by Asian/Pacific Islander and African ancestry. The most significant non-English languages spoken are Spanish and Vietnamese. Seventy-seven percent of the families

served had in-person contacts (versus a phone contact) with a CB. The strategy to hold in-person contacts with families may be a contributing factor to the 69 percent success rate of families' engagement with CB program service. From the families' perspectives, the program has provided much appreciated support.

Systemic Issues

Santa Clara County DFCS reports that with the passing of Senate Bill 1083, which extends the conversion of approved/licensed homes until 2020, their conversion of non-relative extended family member homes will be their next focus. They have also embarked on a CQI for the RFA program. They are reviewing and changing the process to make it more effective to improve their timeframe of approvals before the 90-day requirement.

Key Investments and Sustainability

The DFCS waiver funds have been used exhaustively for waiver eligible administration and assistance for CWS. With the sunset of the waiver project, the Social Services Agency (SSA) has sufficient appropriation to continue the same level of services.

While the Project launched with a focus on implementing SOP in the DFCS and Wraparound services within the probation department, it quickly transformed to leverage the opportunity for cross-system change as participants recognized that key players from multiple agencies were collaborating with a shared vision. Currently, Wraparound reinvestment funding is providing the necessary support for pilot interventions. Going forward, Wraparound reinvestment and new opportunities for utilizing Title IV-E funding under the FFPSA will provide continuing and new sources of funding for prevention work. The DFCS believes that the FFPSA presents new opportunities to support families, safely reduce the need for foster care, improve outcomes, and support communities.

Santa Clara County intends to join with the other participating counties in their request for an extension of the Title IV-E Waiver to allow for a transitioning period to implement the FFPSA. With the support from CFP to strategically prepare for the transition, the Well-Being Steering Committee will develop a comprehensive prevention plan to define their implementation plan and assist the county to maximize new resources from FFPSA and to support existing primary prevention efforts, as well as secondary and tertiary efforts.

Success Story- Santa Clara DFCS

At the request of an Emergency Response Social Worker, a CB from International Children's Assistance Network (ICAN) connected with a Chinese family that struggled to deal with their smart teenage daughter who was lost in her own space and time. The social worker forewarned the CB that both mom and dad were highly stressed and frustrated with their eldest daughter who had been acting out irresponsibly with issues such as homework completion, chronic tardiness at her middle school, falling out with friends and heated conversations with dad. Upon the initial meeting with mom, the CB empathized with her deep pain in "losing face" for the first time as she had to meet her daughter's school principal with allegations of emotional and physical abuse by dad. The allegations, upon further investigation by the ER social worker, school officials and law enforcement, were rendered unfounded; however, a referral for additional support to the family was necessary.

The impact of the CB Program in this particular case was nothing but remarkable. Full credit go to both highly educated parents who were focused and deeply engaged with their family's safety and well-being taking top priority. During the 60-day service opportunity, both mom and the CB worked intensively to match the family's needs with the best resources within their reasonable financial capability. Both mom and dad understood the situation they found themselves in given their family dynamics. Although temporary, CB explained to the family that this incident shall pass just like a fierce storm does. Certainly, this incident in their lives was a special time for them to learn from each other, grow in love and support of each other and definitely heal and thrive together as one stronger unit! In addition, as they drew near the 60-day period, it was apparent that a certain calmness manifested itself within the family. All of the dedicated hard work has finally paid off! The mom and dad have been singing praises and uttering endless, sincere thanks for the CB Program! They are grateful for the unconditional support for their family. The family has experienced clarity, stability, peace of mind feeling fulfilled that the Safety Plan mapped out by the Joint Team (with the family as active participants) for this journey since day one has guided them through in remarkable ways.

Sonoma County

The County of Sonoma Family, Youth and Children's (FYC) Division served a total of 1531 children and 985 families this reporting period.

The SOP Implementation Committee remains intact but due to staffing issues, the committee was unable to meet in July or August. However, the committee reconvened in September to pick up on the pilot they began earlier in the year on documenting and recording networks of support. They are in the midst of collecting data on this pilot to improve agency wide implementation, which is expected to roll out towards the end of 2018.

No changes were made to the SOP case review tool created by the agency. Case reviews are being tracked and early evaluation demonstrates 85% of cases have documented SOP components. The SOP Implementation Committee will use findings to further strengthen SOP application and expectations.

No fiscal trends or findings have been identified this reporting period.

Systemic Issues

Sonoma County FYC reports no systemic issues this reporting period.

Key Investments and Sustainability

Waiver funds are used to support a wide variety of critical services for FYC involved youth and families. Services that are partially funded with waiver funds include Kinship Services, Nursing Support, therapy and psychological evaluations, preventative services, transportation for youth, Legal Aid services, a variety of parent support programs, and substance abuse treatment services. Alternative funding sources have not yet been identified, but planning is underway to address the funding gaps at the end of the waiver period. Program and fiscal staff are closely monitoring the FFPSA for funding opportunities as well as any other new potential funding sources.

Assessment and planning related to the sustainability of waiver activities is continuing. The FYC Waiver Leadership team has discussed this at the regular quarterly meeting and is currently trying to identify the scope of the funding gap including evaluating the optional interventions. Evaluation of Sonoma County's optional intervention housing program is underway and results appear largely positive. While more formal evaluation must still be done, initial feedback about the Parent Mentor/Parent Orientation programs has highlighted the positive impacts of these programs, especially in the areas of client engagement. The housing program also leverages other state funds to expand services to additional families. The FYC is anticipating further information on the newly passed FFPSA and how that impacts waiver funding. At this time, FYC is unable to firmly identify the outcome for these programs. A formal budgeting process will begin in November/December 2018 for FY 2019-2020 and clearer determinations will be made at that time.

Fidelity

FYC implemented a case review process to measure SOP elements by service component. A random selection of one referral and one case per social worker will be reviewed each month by the unit supervisor. The specific service components reviewed are:

- Harm and Danger Statements
- Networks of Support Identified
- Child's Voice
- Safety Mapping
- Safety Goals
- Behaviorally Based Objectives
- Permanency Goals
- Child and Family Team Meetings
- Contact Notes

Due to staffing issues, the case reviews have been decreased from monthly to every other month. In addition to this documentation review, fidelity is monitored through regular supervision with the case carrying social worker. The agency receives on-going coaching support through their local Regional Training Academy, and participates in the SOP coaching series that CDSS hosts.

Success Story-County of Sonoma FYCD

All of the waiver interventions have had a positive impact on children and families. For example, for the time period of April 2016 to September of 2018, 57 families closed successfully from the housing program services and were still housed 6 months later. In that same time period, 152 families received mentoring support through the Parent Mentor program and 130 families successfully completed the four sessions of the Parent Orientation program offered to all families in Family Reunification.

Wraparound

Juvenile probation departments in participating Project counties are providing Wraparound services to youth who have been determined delinquent and adjudicated to detention facilities, and to youth exhibiting delinquency risk factors that put them at risk of being removed from their homes and placed in foster care. The state's Wraparound model involves a family-centered, strengths-based, needs-driven planning process for creating individualized services and supports for the youth and family. Specific elements of the Wraparound model include case teaming, family and youth engagement, individualized strengths-based case planning, and transition planning. At-risk youth who receive Wraparound services while placed in a detention facility will be eligible as candidates for foster care for the purposes of this Project. This population will receive Wraparound services within 60-days of a youth's transition from the detention center, but not for more than 90-days prior to their release from the detention facility to prevent entry or re-entry into foster care, congregate care, or a detention facility, depending on the individualized needs of each youth. Wraparound services will support family and youth engagement, transition planning, and assist in identifying the most appropriate services and placement for the youth². Wraparound fidelity is commonly measured through individual case reviews, and by using the Wraparound Fidelity Index (WFI), or WFI - short version (WFI-EZ).

Wraparound			
County	Projected # of children to be served in this reporting period	Actual # of children served	Projected # of children to be served in next reporting period
Alameda County	60	55	60
Los Angeles County	350	356	250-300
Sacramento	63	61	63
San Diego County	13	58	13
San Francisco County	31	32	25
Santa Clara County	132	132	80-140
Sonoma County	30	27	25
Total	679	721	516-626

Alameda County

Alameda County Probation Department (ACPD) serves youth ages 12-17 years. At any given time, 60 slots are available through Project Permanence. During this reporting period, ACPD projected serving 60 youth, but served 55 youth. ACPD has seen a decrease in referrals to the Probation Department for Wraparound services over the last few years, likely due to an overall decrease in citations of juveniles and a decrease in entries to care. There has been a 13% decrease in the number of youth on probation between 2017 and 2018.

Currently there are ten clinicians employed and all are trained in trauma focused practices. Clinicians complete the CANS Assessment at intake for all youth served by Wraparound services. The youth also receive trauma informed services and an assessment to assist the clinicians with developing the mental health treatment plan for the youth.

The ACPD leadership, Behavioral Health Care Services, and Lincoln (Wraparound provider) have identified indicators and a methodology for quality assurance to monitor program fidelity and outcomes, which include:

- 1.) 70 percent of youth shall have no new sustained arrests during the time of treatment to be reviewed at discharge and six months' post-discharge.
- 2.) 70 percent of youth will be living at home or a home-like setting in the community and not in congregate care six months' post-discharge.

The ACPD tracks fidelity to the Wraparound model by assessing how often a CFT is initiated by the county providers, how often the CFT is completed, and if an individualized safety plan was completed 30 days from date of entry. Assessments should be completed and signed within 30 days from date of entry and individualized service plan (ISP)/treatment plans should be completed and signed within 60 days of intake from entry. ACPD, Behavioral Health Care Services (BHCS), and the service provider collaborate to monitor and assess fidelity on a quarterly basis.

Systemic Issues

The ACPD is currently engaging in several projects and reforms that will affect systems throughout the Department. The ACPD is working on a departmental reorganization to include additional support units that are intended to strengthen and support operations. The incorporation of these support units will enable the Department to establish systems to better measure and support outcomes. The ACPD is in the process of hiring 15 Probation Specialists (PS), a new classification, which will be open to staff who are subject-matter generalists and have demonstrated possession of management tools and personal qualifications to succeed in a variety of Probation Specific settings. The interview process has commenced and offers have been made to 15 candidates who have successfully completed the interview and oral exam process.

The ACPD is currently having major barriers with their management information systems and database integration. The ACPD does not have one uniform system to capture information and is currently using multiple platforms serving varied programs and populations. They are looking to implement a new information system, CaseloadPro Case Management System. CaseloadPro will enable the Department to more efficiently monitor and track the supervision and management of clients, as well as associated workload. CaseloadPro has already been implemented into Adult Field Services Division and implementation has begun in the Juvenile side of the department. Full implementation for the Juvenile and Facilities Divisions is anticipated in the first or second quarter of 2019.

In September 2018 the ACPD hired a new Deputy Chief to lead Juvenile Field Services Division, filling the 7-month vacancy. The new Deputy Chief comes with an array of knowledge and experience such as: 1) utilizing cognitive behavioral interventions and evidence practices to reduce recidivism; 2) case management, employment, and re-entry services, and; 3) the development of effective community partnerships to facilitate the reintegrating of probation clients into the community.

Key Investments and Sustainability

In June 2018, a Memorandum Of Understanding (MOU) was approved by the Alameda County Board of Supervisors between Probation and the Public Defender's Office for the cost of 50 percent of one (1) Deputy Public Defender and (1) Social Worker III, in representation of and services for Public Defender minor clients under the Probation Department's care, using Title IV-E federal pass through funds over a five-year period of 6/1/18 to 5/31/23.

The project activities will be sustained by ACPD due to the department having other funding to leverage for these activities. The ACPD participates in Juvenile Justice Crime Prevention Act (JJCPA) and the Youthful Offender Block Grant (YOBG). The JJCPA program provides funds for probation departments to implement programs that have proven effective in reducing crime and delinquency among at-risk youth and youthful offenders. The YOBG program provides state funds for counties to deliver custody and care to youthful offenders who previously would have been committed to the California Department of Corrections and Rehabilitation, Divisions of Juvenile Justice. The ACPD started receiving the grant in 2000 and there is no expected date of termination.

Success Story- ACPD

“D” is a 16-year-old male referred to Project Permanence in April 2018. D was living with a family friend (J) who was working towards becoming D’s legal guardian. Our Family Partner supported J in, (1) looking for housing; (2) ways to communicate more successfully with D; and (3) how to help D cope with anger. D’s entire family was living in Mexico. They both connected to the team well, and D expressed that he wanted to turn his life around, avoid trouble, finish school, and find a job. But, he admitted he had serious anger issues, as evidenced by scars on his knuckles after punching a wall in anger. He had not been violent against people, but he informed the team he was planning on visiting his family in Mexico for most of the summer – and he feared that he might physically attack an uncle who seriously abused him when he was 5 years old. The team offered to stay in weekly touch with him by phone, and that he could call them anytime in a crisis. He was relieved to get their support, and two team members stayed in regular touch with him all summer. They were able to help him think through his feelings and be clear on his options. He stayed safe all summer. When he returned, he went to court in late August, and the Judge dismissed him from probation and granted legal guardianship to J on the same day. Both were described as “overjoyed”.

Los Angeles County

Los Angeles County Probation Department (LAPD) projected to serve 350 youth ages 12 to 17.5 years of age during this reporting period and actually served 356. The breakdown of the actual number of youth served in Wraparound is as follows: active youth (180), youth enrolled (134), referred to other service (23), and youth who graduated (52). LAPD has the capacity to provide Wraparound services between 250 and 300 youths, based on the needs of the target population.

As of July 1, 2018, the Department of Mental Health (DMH) fully oversees the Wraparound program. The DMH utilizes the Wraparound Tracking System (WTS), and an internal Outcome Measures Application (OMA) to collect Wraparound outcome data. The WTS is an electronic record for collecting, tracking, and reporting enrollment and case rate for clients enrolled in the Wraparound Program. As of January 1, 2019, the DMH will utilize the Child and Adolescent Needs and Strengths (CANS), a multi-purpose tool developed for children’s services to support decision making, including level of care and service planning, to facilitate quality improvement initiatives, and to allow for the monitoring of outcomes of services. The measures are completed by the service provider and gathered through multiple sources including directly from the client and family. In addition, the measures have been adapted for multiple versions tailored to the needs of specific populations of youth.

The LAPD has had ongoing discussions with the NCCD to determine which outcomes and fidelity measures to include in their ongoing analysis of the program.

The Wraparound team has participated in and completed eleven trainings which have been required by the DMH. Mental health clinicians are required to serve children ages zero to five within the Wraparound program. The DMH does not have a fidelity tool. The LAPD has been working to obtain WFI-EZ licensing for all Wraparound providers. The Wraparound Tracking System is utilized by Wraparound Service Area Liaisons to monitor and track referrals.

Systems Issues

As the lead agency, the DMH is primarily responsible for the quality assurance of the program. DMH Wraparound administrative staff conducts monitoring and technical assistance site visits with the goal of informing the practice and strengthening programs. Data collected through these site visits provides an opportunity for the DMH to work in partnership with Wraparound providers to support the Wraparound implementation process.

Key Investments and Sustainability

The LAPD, in an agreement with the Department of Public Health (DPH), has hired five Public Health nurses to provide consultation and support to youth in out-of-home care. These nurses also provide direct services to their CSEC population. The LAPD will seek to leverage public health dollars and other county funds to support this effort moving forward. The LAPD has also used Title IV-E Waiver funds to expand tutoring services to youth residing in the community. This program was implemented through the Los Angeles County Office of Education.

The LAPD continues to advocate for an extension of the Title IV-E Waiver to bridge the time until FFPSA implementation. The Los Angeles County Board of Supervisors and Chief Executive Office have made this a legislative priority as well. The LAPD is in the process of analyzing the potential programmatic and fiscal impact and they are developing some advocacy documents to share with external stakeholders. They are also working with other states and jurisdictions to gather support at the federal level. The LAPD is also seeking to understand the opportunities that may exist within FFPSA.

The LAPD will likely have to reduce and/or eliminate community-based intervention programs such as Wraparound, FFT, and FFP which are funded with flexible waiver funds. The LAPD will need to seek other available funding and/or completely phase out certain substance abuse, education, mental health, and family therapy services probation youth have benefitted from. The Department is committed to providing quality care for their youth and their families. Continuation of some of these programs will require collaboration and commitment from other county agencies.

Success Story - LAPD

In April 2018, a parent reported that her son was beyond her control and felt that he was using drugs. Mental health concerns were also reported in case history for both minor and mother. Referrals for Wraparound as well as FFT were made on his behalf. The mother was assigned a parent partner to assist her and the minor was assigned to a Wraparound team as well as in-home therapy services to assist with his mental health needs and substance abuse. For a more in-depth look at Los Angeles County's Waiver successes, please see appendix E.

Sacramento County

The population age range for the Project continues to be 12 to 17.5 and the Sacramento County Probation Department (SCPD) projected that it would serve 62.5 youth. They actually served 61 youth and they project to serve 62.5 youth during the next reporting period. The SCPD reported that overall numbers of youth who have come into contact with the juvenile justice system continue to trend downward and that referrals to the Juvenile Court were continually low during this reporting period.

There were no major changes during this reporting period and although staffing changes at both the SCPD and community based providers created Wraparound training challenges, they had little impact on service delivery to the youth and families. The monthly manager meetings continually serve as an important venue to discuss issues, make improvements in service delivery and improve collaborative efforts. The meetings have created a forum for issues to be discussed and solutions to be identified quickly. Many of the identified issues deal with daily operational issues and reminders of practices already addressed through policy and procedure (i.e. flex funding use, discharge summary timelines, coordination of CFT schedules between staff, etc.). The downward trend in program referrals has been a continuous point of discussion.

Progress made during this reporting period included: The CFT meetings, case staffing meetings between provider staff and Probation Officers (PO), enrollment of youth up to contracted service limitations, and monthly management meetings between providers and probation for operational and oversight purposes. The CFTs focused on linkages to additional/continuing services if needed and family stability among graduates. Long range and intermediate outcomes are being tracked and compiled for reporting to NCCD and internal evaluation of Project interventions which will be included in the final evaluation report for the Project. Department staff are meeting with NCCD staff to ensure the proper data sets are being included in future data submissions. Also during this reporting period, the SCPD continued to submit data to NCCD regarding program outcomes for evaluation and are working to ensure all requested data sets are being

delivered. The department staff attended quarterly trainings on the Wraparound intervention provided by CDSS and the UC Davis Resource Center for Family Focused Practice, and attended the Partnerships for Well-Being Institute in Anaheim, CA, in June 2018.

Since the last reporting period, the SCPD has continued their use of the Youth Level of Service/Case Management Inventory risk and needs assessment instrument. This is a highly validated tool used in community corrections agencies across the country. No changes have been made to the tool, but the department is collecting pre/post data on criminogenic needs.

Systemic Issues

The SCPD continues to collaborate between divisions on the fiscal and operational quality assurance approval process to increase invoice accuracy, timeliness and MOU compliance. The SCPD is not pursuing using a quality assurance observation tool to monitor Wraparound fidelity with internal staff because the Hi-Fidelity Wraparound model this county chose to implement has fidelity monitoring built into it.

Programmatically, throughout the reporting period, staff in the county and within their community providers underwent transitions which created training needs, but did not impact service delivery to a noticeable degree.

Key Investments and Sustainability

The SCPD does not have any additional key investments using waiver funds that are not identified as an optional intervention for the Project. They have not identified an alternative source of funding to sustain the Project interventions.

The SCPD began discussions about sustainability of Project activities in June 2017. They have enlisted assistance from CFP in sustainability planning and data collection methods. The SCPD administration, partner agencies, and county administrators are continuing sustainability conversations and analyzing impacts post-waiver. At the programmatic level, the Juvenile Field Division is having monthly discussions regarding sustainability of Waiver programming and data analysis.

Success Story - Sacramento County Juvenile Probation

A participant and his family met all the treatment goals at discharge from Wraparound. Treatment goals included eliminating theft behavior, addressing anger and assertiveness, ceasing marijuana use/possession, and increasing pro-social involvement. Several interventions were utilized to address those goals such as increasing knowledge of anger warning signs, increasing problem solving and coping skills, and increasing parental involvement including supervision and monitoring peers and substance use. The participant began accompanying his father at the father's place of employment and began to see functional improvements. He continued to live in the family home without any major concerns, is going to work with his father on a regular basis, and has reported that he is better able to manage his feelings of anger and frustration when they arise. Independent Living Skills (ILS) such as education, employment, finances and social supports were assessed and the participant and his parents worked together to increase his ILS through having the client work at the family business, helping manage his money, exploring peer associations and discussing educational options. Coordination of care included a working collaboration with probation and school staff. The participant has shown marked improvements in his referral behaviors including fighting/assault, theft, marijuana use and pro-social involvement. The participant's continued involvement in working with his family and continued parental involvement including managing his time with friends, and talking to his family about his mood and goals, will increase the likelihood of continued success. For a more in-depth look at Sacramento County's Waiver successes, please see appendix F.

San Diego County

San Diego County Probation Department (SDCPD) projected to serve 13 youth between the ages of 12 -17 years of age, and surpassed the projected number by serving 58 youth this reporting period, with 23 being new cases. The SDCPD attributes the increase to the continuous messaging of Wraparound to staff during trainings and meetings. Additionally, the Wraparound service providers have been attending unit meetings to share information and answer questions about the process.

The SDCPD continues to hold monthly oversight meetings with Behavioral Health Services (BHS) and the Wraparound providers to review service delivery items and assess challenging cases. The SDCPD continues to see improvement in data sharing with BHS which has enhanced the department's accuracy in tracking the wraparound population. To assess fidelity the SDCPD has created a referral form and spreadsheet to accurately track youth entering Wraparound services. The Department tracks their status at entry, during services, and upon exit to help determine if they escalate to a higher level or different wraparound status/population.

Systemic Issues

The SDCPD continues to update and refine their PCMS computer system to better track data. The Department struggles with understanding the need for more formalized community messaging for resource family appraisal (RFA) recruitment. Most ideas for ad campaigns are still on hold and have failed to move forward. However, the Department has been effectively and appropriately utilizing the FPRRS money. The SDCPD hosted their first Foster Care Provider Recognition/Recruitment Dinner on June 22nd for all current RFA families. In addition, the Department maintains ongoing recruitment efforts by messaging and being present at numerous local community events.

Key Investments and Sustainability

The SDCPD has started having more in depth conversations regarding sustainability and will continue over the upcoming reporting period. This will include looking not only at our new implementations that began with the onset of Waiver funding, but analyzing all contracts for cost/benefit, as well as looking at options and creative solutions for how the Department currently allocates staff and what their job duties consist of. The Department has also started to evaluate the FFPSA and the opportunities it may provide to sustain current and future operations based on when the State of California elects to opt-in to the new legislation.

Success Story - SDCPD

The primary purpose of the parent/guardian survey is to measure implementation fidelity and improvements in practice, according to the opinions of parents and guardians of children involved with the child welfare or juvenile probation systems. The questions from these surveys are intended to answer the following research question:

Does the Waiver Demonstration Project improve engagement of families through an individualized casework approach that emphasizes family involvement?

Our responses, which were provided in comparison to three other participating counties, reveal that the majority of our families responded auspiciously about our officer's efforts in listening, eliciting and prioritizing youth and family voice, understanding the family's needs and goals, shared decision making, and in overall engagement. Of the 20 questions, over half (13 question) revealed that on average 64% of our families selected the highest or most favorable option for these questions. Our highest scores or percentages appeared in the following questions: "*This Probation officer has asked me about family and friends who can support my child,*" a full 71% of our families responded with "Yes." "*This Probation Officer's goals for my family are the same as mine,*" saw 90% of our families answer, "Yes." This was actually the highest percentage of the Survey data for all 4 counties.

San Francisco County

San Francisco County Juvenile Probation Department (JPD) served 32 youths between 12 to 19 years of age during this reporting period. The number served exceeded the projected number of 25 youth.

All youth receiving Wraparound services received trauma screening through the CANS assessment tool. All youth receiving Wraparound services received a combination of the following evidence based interventions: Motivational Interviewing, Trauma-Focused Cognitive Behavioral Therapy, Functional Family Therapy, Intensive Family Therapy, and Dialectical Behavioral Therapy. Primary caregivers also participate in the completion of the CANS process and are assessed for trauma symptoms.

Eight youth were discharged from Wraparound this reporting period. Of these eight, two youth met or partially met their treatment goals while the remaining six did not meet their goals. Of the six who did not meet their treatment goals, five were moved into a higher level of care due to new charges or AWOL behaviors and one youth was difficult to engage after they turned 18 years old. This data is only representative of one provider. Data was requested from all providers, but was not received in time to report out during this reporting period.

An on-going challenge has been continuity of care, or lack thereof, when youth are detained or placed back into foster care due to the inability to draw down funds for Wraparound. San Francisco County JPD is excited for the new Waiver Terms and Conditions that will help bridge this gap.

San Francisco County JPD continues to maintain a collaborative and productive partnership with external stakeholders. Their primary provider Seneca Agency for Families, is co-located onsite at JPD which has been beneficial for collaboration and is a convenient location for families and youth. During the last reporting period, a subcontractor shared a space with Seneca onsite to conduct CFT meetings. Their onsite presence has resulted in more collaboration. All Wraparound providers attended a four-day training in September 2018 with a key focus on fidelity. The SFJPD continues to attend and participate in quarterly multidisciplinary county case review meetings.

Systemic Issues

San Francisco County JPD reports no changes to their challenges since last reporting period.

Key Investments and Sustainability

The JPD uses waiver funds to provide Aggression Replacement Training (ART). The JPD is also planning to utilize waiver funds for enhancements to its new case management system, Augustus, to improve data sharing for care coordination and QA purposes. The JPD also plans to utilize waiver funds to purchase an automated time study tool. The JPD is in an active procurement to purchase this tool which replaces the system that was built by JPD at least a decade ago. As JPD is currently in negotiations, it cannot announce the selected vendor. The JPD, however, anticipates that the new time study tool will be implemented by the May 2019 time study month.

Over this reporting period, JPD has seen a significant increase in the number of Waiver Wraparound clients. Additionally, the number of families served under the Peer Parent program increased. This was due to the addition of the second peer parent solely dedicated to JPD.

The JPD is currently trying to determine the fiscal cost of providing these services. Since both Wraparound and Peer Parent contracts are managed by another agency (SFHSA), all figures and invoices are combined. Nevertheless, JPD is working with SFHSA partners to create reports to have a better idea of the specific costs for the waiver programs.

Other potential research that will help support JPD's sustainability plan include findings from the annual Seneca report and a more rigorous pilot study that JPD hopes to conduct in collaboration with Seneca and a University of Southern California (USC) researcher. The JPD Probation Analyst is the main point of contact for this pilot and will be working closely with the Evaluation Lead at Seneca

and the Principle Investigator at USC on this engagement. The pilot study will seek to understand the current implementation of the Wraparound process and the extent to which the Wraparound process addresses the mental, emotional, and behavioral health needs of youth involved in the juvenile justice system in San Francisco. The study will primarily use currently existing administrative data to: a) assess the quality of the Wraparound process in the usual care setting and b) assess youth outcomes related to mental, emotional, and behavioral health.

Fidelity

San Francisco County JPD's contracted provider continues to use the WFI-EZ to monitor fidelity.

Success Story- SFJPD

Seneca finalized its 2016/2017 evaluation report during this reporting period and included a break out for youth who received Waiver Wraparound services ("waiver youth" for the purposes of this report).

According to the report, a total of 72 clients from child welfare and juvenile probation were served through the waiver, with 292 total clients (both waiver and non-waiver) served in the same fiscal year. There were 28 JPD waiver youth who discharged in FY15/16, who had at least 1 JPD contact in their lifetime, and whose record was not sealed.

Of the six waiver youth who had a police contact one year prior to receiving waiver Wraparound, five (83%) had no contacts one year after Wraparound.

Of the five waiver youth with a sustained petition one year prior to Wraparound, four (80%) had no sustained petitions one year after Wraparound.

Of the five waiver youth with a sustained petition one year prior to Wraparound, four (80%) had no sustained petitions one year after Wraparound.

Of the five waiver youth who had a sustained petition one year prior to their enrollment in Wraparound, three (60%) did not recidivate during, or one year after Wraparound (recidivism is defined, in this case, as having a new substantiated petition while on probation supervision).

JPD's Probation Analyst is working with Seneca to design the analysis for the next annual report, which will include pre- and post-discharge CANS data.

Santa Clara County Juvenile Probation Department (SCCJPD)

The Wraparound intervention serves youth ages 12 to 18. For this reporting period 40 to 75 youth were projected to be served and 132 youth were actually served which is well over the projection. The SCCJPD projects that 80 to 140 youth will be served

during the next reporting period.

Approximately 50 percent of Wraparound cases in the SCCJPD are supervised outside of the Family Preservation Unit (FPU). Even though Wraparound “booster” Trainings are provided to all Deputy Probation Officer’s (DPO), gaps in understanding the Wraparound process are clearly evident. To address this barrier, the FPU in conjunction with providers, created a Wraparound Acknowledgement Form. This form highlights the Wraparound process, expectations of all parties, identifies team members, and defines prospective roles. As a result, DPO’s outside of the FPU have expressed their improved understanding of the Wraparound process and feel more comfortable when speaking with the youth and family regarding Wraparound service delivery.

The monthly Wraparound Providers Meeting Agenda has been revised to better transition and support the group using a strength-based facilitation model. All meeting participants are now taking turns facilitating the monthly meetings and have been tasked with including one case study to debrief with the group in order to refine effective case planning techniques. In addition, each month one of the ten Wraparound principles is highlighted, and staff acknowledgements coincide with the highlighted principle, for that specific month. Lastly, minutes are taken and published after each meeting, thus giving the group a sense of shared responsibility.

Accomplishments and progress made during this reporting period included a two-day Wraparound Resurgence and Renewal Training. Approximately 70 staff, ranging from Clinical Directors to Wraparound Supervisors attended the training. Participants were provided skills for principle-based Wraparound implementation, developed a local plan for coaching and training, and created ways to circumvent “Wraparound Drift.” Feedback from the training was positive, citing the curriculum was intriguing and gave alternative options to service delivery. On August 1, 2018, the SCCJPD implemented the FosterEd Program, now referred to as the Education Liaisons Program. The program is designed to identify and support an Education Champion in the life of a Juvenile Justice involved youth. Through the program, every youth’s Education Champion will be supported in developing the advocacy, confidence, knowledge, and resources necessary to guide juvenile justice involved youth through the education system and ultimately to successfully graduating from high school. In the months of August and September of 2018, the program received a total of 136 referrals that are in various stages of the assessment process.

Furthermore, the SCCJPD currently contracts with Justice Benefits Incorporated (JBI) to ensure adherence to the detailed Title IV-E Waiver Plan. In the event the waiver sunsets, JBI is committed to working in partnership with the CDSS and the SCCJPD to transition the work plan to begin claiming under the FFPSA. The transition will include redefining claimable moments, updating policies, providing booster trainings for staff, and adhering to a strict quality assurance process that includes auditing supports.

Systems Issues

The SCCPD continues to experience significant obstacles in obtaining raw data extrapolated from the CANS. The Behavioral Health Services Department maintains their position as the sole source of CANS data warehousing. In September 2018, system partners convened a workgroup for the purpose of creating a joint resolution to sharing raw CANS data with system partners for quality assurance purposes. The workgroup members continue to meet on a monthly basis.

Key Investments and Sustainability

The JPD does not have any additional key investments using waiver funds. The SCCJPD's primary focus is to ensure sustainability and mitigate any fiscal impacts to their department in the event the waiver sunsets. The SCCJPD Quality Systems (QS) Unit continues to work collaboratively with the DPO's to improve accuracy in identifying candidates, resulting in an increase in claiming of Title IV-E funding. Additionally, the aforementioned oversight has also allowed the SCCJPD to participate in retro-candidacy, for accurate identification and additional claiming of youth who became a reasonable candidate during the eligibility period.

Success Story - SCCPD

Jane, a 15 year old Vietnamese-American female youth was referred to Wraparound services through the Juvenile Probation Department in November 2017. Jane was born and raised with her parents, as well as her two younger sisters, in San Jose, CA. In November 2016, her parents began to notice a drastic change in her behavior when she entered the 9th grade and met a new group of friends. Jane began engaging in more risky behaviors including, substance use (mainly marijuana), eloping behaviors, and verbal/physical aggression. She would become escalated with her mother, which resulted in punching her multiple times. This warranted Probation intervention, as Jane was cited for the assaultive behaviors.

The Wraparound team noticed a disconnect between how Jane viewed herself, and how the family viewed themselves, due to different cultural upbringings. Jane's parents were from Vietnam which impacted their perception of family and what values they held. Jane, growing up in a Western culture, seemed to struggle to reconcile clashing cultural styles and ways of life. As a young woman, she seemed to be trying to assert her independence and make her own choices; however it was causing disruption in the cultural family dynamic, since her parents did not approve of the choices she made that led to involvement with the Juvenile Justice System.

The Wraparound team in collaboration with the DPO and youth advocate, Jane and her family, decided to focus the treatment goals on helping her develop healthy, appropriate coping skills to regulate her anger, linking her to community activities to build a more positive view of both her Vietnamese culture and her American culture, and helping both her and the family communicate thoughts and feelings more effectively.

To emphasize the importance of building healthy coping skills, the Wraparound team helped transport Jane to a substance use support group every week for approximately 2 months. Jane was then linked to an individual therapist in order to continue doing work to address reasons she may feel inclined to use substances when coping with challenges. After about 4 months of utilizing these programs and sharing what she was learning with her family and team, Jane discontinued substance use and tested negative for all substances during the last 5 drug tests conducted by Probation.

To support Jane in building a more positive connection to her community, the Wraparound team engaged Jane in various community sessions including helping her volunteer at an animal shelter for work experience, visiting the Asian American Community Involvement (AACI) program for their arts and media program, and getting her connected to the local gym. The team also supported her and the family on coordinating family outings to build their connection to each other. Jane utilized her Wraparound team to practice how to discuss more difficult topics with her parents so she could rebuild their relationship and sense of trust in each other. Through individual sessions with Jane and each parent, the family slowly felt more comfortable in engaging in more challenging discussions with each other without the fear of escalation.

As Jane felt more confident and able to manage her own personal and family conflicts, her motivation to do better in school increased and her grades improved. Due to the collaboration of the Wraparound team, Deputy Probation Officer, and Jane's high school, she was given many options to help her recover the credits she lost when she was previously truant and in Juvenile Hall. Jane was able to begin the process to transfer to a credit recovery program that partners with her high school so she could accelerate the process of graduating along with her friends and classmates.

Sonoma County

Sonoma County Probation served 27 youths with Intensive Case Management (ICM) Wraparound services this reporting period. Effective this reporting period, the Waiver Terms and Conditions were updated to allow Wraparound services to youth in detention who were previously in foster care, or who were at risk of home removal. Sonoma County quickly implemented changes to their case management system (JRS.net) and time study system to accommodate time coding and claiming for this population. They have yet to serve this population due to a lack of youth who qualify. They estimate to have approximately five youth per year who may qualify.

Systemic Issues

No systemic issues were reported this period.

Key Investments and Sustainability

Probation is not currently funding anything other than the interventions listed in our plan. Planning is beginning related to how to reduce or sustain these interventions. The Human Services and Probation departments are working to identify exactly what the scope of the fiscal gap is as well as other potential funding sources. Probation and Human Services are hoping that new funding available through the FFPSA will prove to be a viable funding source for placement and prevention services.

Fidelity

Engagement is monitored monthly through the youth's assessment of needs and strengths. Case plan goals are monitored quarterly through the Positive Achievement Change Tool (PACT) assessment and supervisor review of case audit. The review consists of reviewing case notes in the local database, field contact reviews, and ensuring at least one family team meeting per month happens in the family home. The provider, Seneca Family of Agencies, administers a modified version of the Wraparound Fidelity Index (WFI) to capture youth and caregivers' perception of their services and to assess how closely the program adheres to the values and practices in Wraparound that apply to ICM. This assessment is repeated at least annually.

Fidelity monitoring will be simplified and incorporated into regular practice with the implementation of an automated case management report. At this time there is no estimated date for implementation of the tool.

Success Story - Sonoma County Probation Department

Results from the Wraparound Fidelity Index (WFI) completed during this period:

The Sonoma ICM program served a total 38 clients during the 2017-2018 fiscal year. ICM had 34 youth discharge during this reporting period. The average length of service for clients discharged during this reporting period was 3.1 months. Outcomes are gauged by the reasons for discharge and the clinical outcome. Seventy-one percent (71%) of youth who discharged successfully completed the program or were released from probation and graduated and moved to a lower level of care, twenty-nine percent (29%) discharged due to violations of probation and moved to a higher level of services. Seventy-one percent (71%) of the youth discharged fully met their goals; nine percent (9%) of youth discharged partially met their goals; twenty percent (20%) of youth discharged did not meet their goals. Of the youth that were unsuccessful in their treatment outcome, thirty percent (30%) made progress towards treatment and partially met their treatment goals.

Optional Interventions

All of the participating Project counties in California have developed or begun innovative programs to serve the unique families in their communities. Some of the families and children served with these optional interventions include: CSEC, services to help prevent children from entering care, and parenting support. The flexibility of funding allowable under the Title IV-E Waiver Demonstration Project has allowed counties to develop programs which provide holistic and supportive services to traditionally ineligible families in need of support or experiencing crises.

Alameda County

Child Welfare

CSEC

Alameda CFSD contracts with Motivation, Inspiring, Supporting, and Serving Sexually Exploited Youth (MISSEY) Inc. to provide CSEC advocacy and case management to identified CSEC youth. Alameda CFSD anticipated serving 45 new youth between the ages of 12-18. In addition, 107 youth have continued being served via Waiver funded contracted CSEC services and 37 unduplicated youth received services during this reporting period. Alameda CFSD did not achieve their anticipated goal of servicing 45 youth due to a two-month period of waiting for two new Youth Engagement Specialists (YES) to be hired and trained. As of December 2018, the Foster Youth Services positions at MISSEY have been filled.

The MISSEY YESs have continued to provide youth with visitation/contact within the first week of placement in addition to supporting 30, 60, and 90 day follow-ups, as implemented since July 2017. After almost ten years of having this program in place at the Alameda CFSD, the model is established enough to sustain transition and maintain program integrity as changes occur. The program uses mapping skills to help youth identify what factors lead them to positive or not-so-positive outcomes in various situations. Alameda CFSD has been utilizing state funded training resources to increase staff and community partner access to CSEC 102 trainings. There were two-day trainings held on May 22-23, June 20-21, and July 30-31 with a total of 63 participants, 33 county staff, and 30 community partners.

Positive Parenting Program (Triple P)

Triple P is an evidence-based parenting program targeted to parents with children ages zero to 18 in both out-of-home or in-home placements. Alameda CFSD projected to serve 136 parents annually or 68 parents per a 6-month reporting period. 68 new referrals were received during their reporting period, and 83 parents successfully graduated the program during this reporting period. During this reporting period, 15 full cycles of Triple P curriculum were completed, 2 are currently in session, and 5 classes were cancelled due to low enrollment and overscheduling in the summer months. The Alameda CFSD and contracted partner continue to meet bi-monthly to discuss the program, strategies to further engage families and address challenges. The department is focusing on increasing the enrollment of the Father only classes by looking at the time the class is scheduled and introducing the classes at the Fatherhood circle support groups. The Department and provider will continue to send ongoing email updates to staff on a monthly basis with updated schedules of classes so that information is accurate and readily available. A Saturday class is now being offered as well to hopefully increase parent participation.

Juvenile probation

Collaborative Court

Collaborative court serves youth between 11-17 years old with an intended outcome of reducing recidivism. The ACPD intentionally utilizes Collaborative Court as an alternative to out-of-home placement and as a model for aftercare when appropriate. Thirtynine youth and their families were served between April 2018 and September 2018. Overall, treatment goals were partially reached during this reporting period because 72% of youth were stepped down to a lower level of service after release, 6% of youth were stepped up to a higher level of services, and 22% of youth remained at the same level of service.

Multi-Disciplinary Family Therapy (MDFT)

The MDFT is an alternative to out-of-home placement and as a model for aftercare when appropriate. The MDFT simultaneously addresses substance use, delinquency, antisocial aggressive behaviors, mental health disorders, school and family problems, and prevents out-of-home placement through a variety of therapeutic and behavioral

supports for adolescents, parents, families, and communities. The MDFT program serves youth between 11-17 years old. The ACPD projected to serve 24 youth, with 30 youth actually served. The MDFT will serve approximately 24 youth at any given time and 50 youth per year. To date, out of the 43 youth who received MDFT services between August 2016 and April 2018, 38 (88%) have had no new sustained offenses within 6 months of their release date from the program. Out of 43 youth who completed the program, 34 (79%) were still at home or a home-like setting six months after completing the program. There were 32 youth discharged during this reporting period from wrap services with total data sets valid for analysis using the CANS.

Los Angeles County

Child Welfare

Prevention and Aftercare Population (P&A)

The P&A intervention projected to serve 15,065 people of all ages and actually served 10,317. This data, which captures 7,617 families and children, covers the months of July through September of 2018. This data does not include reporting from one P&A agency. The agency data will be available after January 2019. The DCFS projects that it will serve 15,065 during the next reporting period. The DMH agreed to provide Mental Health Services Act-Prevention and Early Intervention (MHSA-PEI) funding for two years to expand P&A. In addition, DCFS received a one-year grant from the Los Angeles County Office of Child Protection (OCP) Hotline Pilot for evaluated-out referrals called DR Path 1. As of July 1, 2018, the P&A contracts were amended and the MHSA-PEI funds were distributed to the 10 Prevention and Aftercare agencies. These agencies have started to use the dollars for program expansion including co-locating Case Navigators in the DCFS field offices.

A collaboration between DCFS, OCP, DMH, and the ten P&A agencies successfully initiated the DR Path 1 pilot. During the month of June 2018, there were a total of 49 DR Path 1 referrals initiated. Comparably, the OCP funded pilot launched in July 2018, and the number of DR Path 1 referrals increased to 210. DR Path 1 referrals have seen a significant increase as a result of the additional OCP dollars and subsequent training of Hotline staff on P&A resources and services.

Partnership for Families (PFF)

To be eligible for the PFF intervention a family must have at least one child who is zero to five years of age or are expectant mother/fathers with specific risk factors. The program serves the entire family. The DCFS projects the population will trend towards adults who are at child-bearing ages and younger children. The DCFS projected to serve 616 families and actually served 660 families. The projected number of families to be served during the next reporting period is 616.

The PFF agencies agreed to set quality practice standards that all of the PFF agencies will adhere to in order to establish consistency in practice among the PFF home visitors.

It is anticipated that the quality standards will be set and agreed upon by January 2019. The standards will include criteria in the following areas: caseload, staff qualifications, staff supervision model, training, and quality assurance practices.

All home visitors and clinical supervisors for PFF have now been trained in Reflective Supervision with the final Reflective Supervision training completed on April 25-26, 2018, and all scheduled Domestic Violence 102 trainings were completed in July of 2018. The PFF Clinical Supervisors also began Reflective Supervision monthly groups in August 2018, to support the practice of reflective supervision.

Juvenile probation

Functional Family Therapy (FFT)

This intervention serves youth ages 12 to 18 and was projected to serve 135 during this reporting period. Details of the youth served were 48 active, 64 graduated and 23 disenrolled. External providers Star View and Shields served a total of 186 youths. The county reported that the overall Juvenile Probation caseloads are down as a result of fewer clients entering the juvenile justice system. The projected number to be served during the next reporting period is 150.

Some barriers experienced by the county were that services were underutilized in Service Planning Area (SPA) 2 because there was a lack of Spanish speaking therapists. Many cases were referred and then returned due to lack of capacity. There was also a need to address African American disproportionality. A culturally competent therapist for African Americans was especially needed in SPA 6 and was hired. In addition, a Spanish speaking PO was hired for SPA 2.

The LAPD's FFT accomplished a 73 percent graduation rate for their families with only a 27 percent drop out rate this quarter. This was a significant accomplishment given that state thresholds for graduation are 70 percent or more with expected dropout rates of 30 percent or less. The clinical supervisor tracks FFT model fidelity indicators to gauge how the therapist and clients are progressing towards achieving the clinical goals. FFT aims to improve family functioning, reduce youth delinquency and substance use and reduce criminal recidivism. The fidelity indicators tracked include pacing, timeliness, session completion rates and graduation rates.

A new FFT Supervising Deputy Probation Officer is needed to continue the training and oversee and ensure fidelity. A Special Recruitment Notice posting has been requested and approved to fill this vacancy. Placement referrals and placement stays continue to drop as a result of probation officers having alternatives to removal from the family. POs have become enlightened about the effectiveness of small caseload and home based work. They are energized and educated by work that is positive and comprehensive rather than punitive and short lived. As a result, they feel rewarded in their work, they engage in the work more productively and they influence the overall rehabilitative culture in the LAPD. Definitions of success

have evolved to include the family and the community. These successes have turned into increased trust, improvement of the juvenile justice brand, increased enforcement collaboration, reduced number of victims, decreased recidivism, decreased turnover, and decreased overall costs to the LAPD and the community.

Sacramento County

Child Welfare

Family Finding and Kinship Support

The age range for this intervention is zero to 17, inclusive and per the current agreement, the provider Lilliput was projected to serve 37-45 new children in the Family Finding program and 61-75 families in the Case Management program during the six-month reporting period of April 1, 2018 to September 30, 2018. Per the current expenditure agreement, Sierra Forever Families was projected to serve a minimum of 75 children at any given time in the Destination Family Program during the reporting period of April 1, 2018 to September 30, 2018.

During this reporting period, Lilliput actually provided Family Finding services to 37 new children and 61 children from the prior reporting period, for a total of 98 children served. Of the 98 children served, 76 were part of sibling sets, with the largest sibling set containing 7 children. Lilliput Families provided Case Management services to 156 families which included 258 children. Of the 258 children, 103 were non-dependent and 155 were dependent. This statistic includes rollover from the prior reporting period. Sierra Forever Families served 125 children under the Destination Family Program. This statistic includes rollover from the previous report period, as the Destination Family Program works with children for an average of 18 to 24 months. The projected number served for Lilliput and Sierra Forever Families was achieved during the current reporting period.

Per the current expenditure agreement, Lilliput Families is projected to serve 37-45 new children in the Family Finding program and 61-75 families in the Case Management program during the reporting period of October 1, 2018 to March 31, 2019. Also, per the current expenditure agreement, Sierra Forever Families is projected to serve a minimum of 75 children at any given time in the Destination Family Program during the reporting period of October 1, 2018 to March 31, 2019.

In an effort to further evaluate program performance, Lilliput began incorporating satisfaction surveys related to their Family Finding services during the current reporting period. During this reporting period, 50 children's cases were closed to Lilliput Family Finding services including seven children who were reunified with a parent. Of the remaining 43 who received family finding services, an average of 68 relatives were identified for each child and an average of 13 relatives were engaged. On average, five new connections were facilitated per child, which means children are having regular contact with five relatives they did not have contact with prior to receiving family finding

services. Focus continues on strengthening connections with relatives and siblings not served who are not dependents.

The overall placement stability for families receiving case management services through Lilliput was 98.5 percent which reflects a 99 percent stability rate for families with non-dependent children and 98 percent stability for families with dependent children. Only 1.5 percent of all children served through case management services were placed in a non-related foster home. One example demonstrating the importance of placement stability includes a relative engaged in the adoption process, which was placed on hold due to concerns from the county warranting further education and supportive interventions. The family was referred to Lilliput to help educate the caregiver on trauma and to build upon and bolster her parenting skills. After working with a Lilliput social worker on the identified areas for three months, the caregiver had incorporated significant positive changes and the county is removing the hold and proceeding with the adoption process to achieve permanency for the child.

Relative families who are served by Lilliput's case management identify jointly-agreed-upon goals and 94 percent of all families had completed their goals at the time of case closure. Client satisfaction surveys showed that 100 percent of kinship caregivers reported less stress, greater overall well-being and improved ability to access resources following participation in the Kinship Support Program. During this reporting period, 13 children served by Sierra Forever Families in the Destination Family program had legal permanency finalized, with 10 adoptions and three guardianships. Within the 10 finalized adoptions, there were two sibling sets of two children each and one youth was adopted into the family that previously adopted his two older siblings. The tools to track this intervention have not changed. Both agencies track their own data and submit quarterly reports which are reviewed and discussed during the quarterly Permanency Steering Committee meetings. This data was shared with the evaluation team during the 2018 site visit however the data is not routinely shared due to the added workload of needing to deidentify the data before sharing outside of the department.

Prevention Initiative

The age range for children served with this intervention is six to 17 and 1,035 children were projected to be served. There were actually 2,116 served and the department expects to serve 1,035 in the next reporting period.

The CPS and Birth & Beyond (B&B) continue to meet to develop an MOU between their agencies that identifies points in a child welfare referral or case where a referral to B&B could be made by a social worker. In the process of developing the MOU, CPS is discussing ways in which their policies and procedures can interact with one another as well as adjusting the current policies and procedures to meet the needs of both agencies. This MOU will support the existing contract and outline specific responsibilities placed on both agencies. In this reporting period, CPS rolled out an overview of CPS refresher training in conjunction with an overview of SOP. Additionally, during a CPS Permanency "Power Hour", B&B presented their program model and the service array available to families at B&B Family Resource Centers to

help increase referrals from CPS to B&B. The B&B is scheduled to present at other CPS Permanency power hours as well as CPS Emergency Response 60 minute trainings.

One of the activities that was scheduled to be completed is the CPS Prevention CFT training to designated B&B staff. The goal of CPS is to have the training completed during the next reporting period. Since B&B's inception 20 years ago, LPC Consulting has been the external evaluator for B&B's data collection and annual impact study. During this reporting period, LPC Consulting, B&B and First 5 Sacramento came to a mutual agreement that effective September 2018, B&B's data base would be merged with First 5's Persimmony data base to collect data on all children served 0-17 years. Also, B&B would seek another external evaluator to conduct B&B's annual impact study. The Project evaluator will have access to the data in the Persimmony data base.

Juvenile Probation

Multi-Systemic Therapy (MST)

This intervention serves youth ages 12 to 17.5 and projected to serve 12 youth during this reporting period. Nineteen youth were actually served and 12 are expected to be served during the next reporting period. During this reporting period, the SCPD continued to submit data to NCCD regarding program outcomes for evaluation and are working to ensure all requested data sets are being delivered.

Functional Family Therapy (FFT)

The SCPD projected to serve 15 youth ages 11 through 17.5 and actually served 31 youth. They project to serve 15 youth for the next reporting period. Their monthly manager meetings continue to be an important venue to discuss issues and improvements in service delivery including the use of flexible funding, discharge summary timelines, coordination of bi-weekly meeting schedules, etc.

Continued activities for this intervention included: bi-weekly case staffing meetings between provider staff and POs, enrollment of youth up to contracted service limitations, and monthly management meetings between providers and probation staff for operational and oversight purposes. POs and therapists focused on linkages to additional/continuing services and family stability among graduates.

San Diego County

Child Welfare

Family Visit Coaching (FVC)

San Diego CWS projected to serve 100 children zero-17 years old this reporting period as part of the FVC program. There were approximately 153 children served. San Diego CWS anticipates serving 100 children and families during the next reporting period.

San Diego CWS celebrated some key accomplishments within the FVC program this reporting period. The FVC staff attended the CQI/SOP Collaborative meeting in July to share about the program and visitation strategies. A pilot Multi-Disciplinary Team meeting was conducted in two regions to identify cases that are 90 days post-dispo, and nine-month post removals to analyze if it is safe for visitation to progress to a lower level or be expanded. During these meetings FVC is usually recommended as a strategy to help support visitation moving forward, if not already in place for the family.

San Diego CWS continues to face barriers with FVC. The first barrier the FVC program faces is transportation. San Diego CWS has plans to develop a transposition agreement/protocol similar to an MOU to solidify roles, however this is still pending. The agreement will hopefully be completed during the next reporting period. Visit coaches are still reporting difficulties in connecting with CWS staff to share updates and concerns. The CWS staff members have also been making referrals that are not in the guidelines of the FVC criteria. San Diego CWS is working on a phased-in roll out plan to remind staff of the benefits of the program, appropriate referral criteria, and expectations of working with FVC. This plan is expected to roll out during the next reporting period. San Diego CWS is currently working on a plan to increase the capacity of contractors to provide visitation in home-like settings and ensure parents and children are prepared for and debriefed after visitation. In November, Dr. Marty Beyer will be in San Diego providing technical assistance to both the coaches and Child Welfare staff to ensure all components are consistently implemented.

Permanent Connections

San Diego CWS projected to serve 150 youth ages zero-17, but served 55 youth through the Permanent Connections intervention during this reporting period. The projected number was not achieved this reporting period because the process of engaging youth and families required more time than was originally anticipated. Additionally, fewer children have been coming in to care, which leads to fewer youth who meet the criteria for referral to Permanent Connections. During the next reporting period San Diego CWS plans to lower the projected number of youth served due to not meeting previously set goals. The contractors utilize various sources to discover family members including through interviews with the social worker, youth, and already identified family members as well as reviewing the San Diego CWS case files. Due to complexities and tumultuous family histories, relationship building has resulted in prolonged time to engage relatives. The contractor was unable to serve any new youth in October 2017 due to a back log of data within their Efforts to Outcomes system.

San Diego CWS has faced barriers with Permanent Connections this reporting period. There was no youth partner hired during the FY, which is a critical part of the program development. The contractor cited a lack of appropriate applicants as a barrier to the position being filled. There have been continued issues reported by NCCD and the internal CQI evaluation team regarding data entry, data management, and other evaluation related activities which have posed a risk to the integrity of a rigorous program evaluation. The NCCD and CWS CQI evaluation teams continue to work with

the contractor to move towards necessary improvements. Internal to CWS, there has been some delay in allowing connections to move forward in contacting referred youth, particularly in our Adoptions program. This has been addressed on a case-by-case basis with the workers and supervisors, as well as being addressed in the Permanent Connections Liaison meeting with CWS regional staff and the contractor.

San Diego CWS has made progress during this reporting period. Success stories are being shared throughout CWS meetings, newsletters, and contractor newsletters. The waitlist has significantly reduced through coordination with regional liaisons and contractor staff, as well as slightly increasing the caseload for the Family Engagement Specialist (FES) positions. The contracted staff are regularly attending Permanency related meeting in various offices. It has now become a practice to address if a referral to Permanent Connection should be made during virtual assessment team (VAT) meetings when a child is at an emergency shelter. We now have our contractor provide monthly reports showing the number of new cases opened, cases closed, and referrals made for each month. While this does not assist with the evaluation activities, it has ensured consistency in reporting the numbers served by the program.

Juvenile probation

Permanent Connections

The SDCPD projected to serve five youth ages 12-18, however, 12 youth were served. One barrier SDCPD continues to encounter is the majority of the youth being referred are close to 18 years of age. Once a case is open and the staff members begin reaching out to potential families/connections, the youth has already aged out and is no longer eligible for services under Permanent Connections. The SDCPD is expanding training and knowledge of Family Finding/Permanent Connections to meet CFSR, Division 31, and Title IV-E mandates. This includes beginning the family finding process at the investigations stage. This will include sending out mandatory relative notification letters, and having internal investigators trained on family finding practices. The SDCPD has realized that there are areas that can be improved upon in order to implement family finding procedures both as a best practice and to remain in compliance with State/Federal mandates. Accordingly, SDCPD will be implementing family finding practices at the onset of a youth entering Probation and training Investigators on the process. The SDCPD believes this will assist the Department in improving and broadening an array of services in support of building connections and establishing permanency for youth and families.

San Francisco County

Child Welfare

Family Wraparound

San Francisco County FCS uses Family Wraparound as their optional intervention. Their goal is to serve 48 children and youth annually through two main service providers

Seneca and Strong Parents and Resilient Kids (SPARK) Wraparound program. Ten children and families were served in the SPARK wraparound program for children ages 0-5 years, for a total of 58 altogether.

The Wraparound provider agencies, Seneca Agency for Families, Edgewood, St. Vincent, and Center on Juvenile and Criminal Justice (CJCJ), are working on developing a consistent safety plan form across all providers. The Wrap provider agencies also met with representatives from the eligibility department to clarify billing procedures.

San Francisco County FCS continued to maintain a collaborative and productive partnership with external stakeholders. During the prior reporting period, FCS and their Wraparound partners prepared an initial descriptive analysis of expanded Wraparound including characterization of when children receive services in order to prepare for an outcomes analysis. Children may receive Wraparound services pre-placement, during placement, or post-placement. Each implies different intended outcome improvements – placement prevention, shorter length of stay, re-abuse and re-entry prevention, respectively.

SF FCS conducted CQI efforts to understand to what extent these service “buckets” correspond to intended practice and whether or not the timing of service delivery should be changed or initialized earlier in some cases and derived a comparison population for outcomes analyses. Early analysis suggested there may be room for improvement in quickly identifying which children may benefit from Wraparound and referring them to the program. Efforts are underway to further define which children the agency would like to target with the Wraparound intervention and developing processes to make sure all children who meet these criteria are referred quickly.

While tracking the number of children accessing the service has not changed, the county (Mental Health Department, Juvenile Probation Department, and FCS) has met with Seneca to review and update the annual reporting process to better capture mental health and placement outcomes for children/youth receiving wraparound. This will be reflected in the 2017/18 annual report that Seneca produces.

San Francisco's child welfare population has decreased, so there are fewer Wraparound referrals overall. The county has revised its Wraparound contract so that the provider may retain appropriate staffing.

Juvenile probation

Parent Partners

The contracted agency is A Better Way (ABW). San Francisco County JPD served 20 families during this reporting period. Retrieving program data from this optional intervention has been an ongoing challenge, mostly due to a lack of program support to effectively collect, track and report program data. Over the last six months, JPD has been pro-active in articulating their data needs with limited success. This is a critical

issue, given that data is needed to build a case for sustaining this optional Waiver intervention.

Staffing continues to be a challenge for ABW. One key issue is that it does not appear the program was adequately resourced. Similar peer parenting programs have both a Director and a Supervisor, in San Francisco the roles were combined and held by one person. During this period, they have had a change in leadership and the new Director is currently being on-boarded. The county's Human Services Agency (HSA) has put in a request for additional funding for a Supervisor position, which is pending approval in January 2019.

It has been a challenge to enroll parents into the program given the current referral process. There has been confusion pertaining to the timeframe in which the parents must sign a consent form. There are only two peer parents for JPD and they are reliant on getting access to contact information so that they can reach out to parents, introduce themselves, and provide information about the program. This has been a significant barrier to engaging JPD parents in the program. The SFJPD has identified opportunities to address this issue and are currently working within their administration and contractor to decide. One possibility is that JPD may update their "Authorization for Release and Exchange of Information" form to include the Peer Parent Program in order for information to be shared with peer parents upon referral. Another possible strategy includes setting up at a location within JPD to engage with parents of youth who are in placement.

As of June 2018, JPD and the county HSA updated the Statement of Work (SOW) for the Peer Parent Program, which clarifies reporting expectations and which JPD data elements need to be collected and reported for monthly, quarterly and annual reports. JPD identified a convenient location at JPD where the Peer Parents could set up a table to mingle with parents attending Placement Court with the aim of increasing awareness about this program and engaging more parents.

Santa Clara County

Child Welfare

Community-Driven Prevention

This intervention serves children and youth ages zero to 18, but the DFCS did not make any projections for this reporting period because the service contracts did not begin until July 1, 2018. The DFCS does project that they will serve 4,000 families with the following providers including: 50 families with the Resilient Family Program, 50 families with New Hope for Youth Program, 50 families with the Parent Hub Program, 850 families with Amigos de Guadalupe and 3000 individuals touched in pro-social activities.

To assist in the prioritization of where to launch the prevention strategies, the DFCS conducted a review of the data relating to referrals. Prevention efforts have been concentrated into specific communities to address various issues including high arrest

rates, a lack of social services, and a large number of general neglect referrals, substantiated allegations for general neglect, and entry into foster care due to general neglect.

The collaboration and teaming includes:

- **Community Peace Building:** Support the development of a Restorative Justice (RJ) Center (The Gilroy Way), a facility available for public meetings, RJ practitioner trainings, meditation, mindfulness and restorative practices that emphasizes building relationships within community and repairing the harm caused by negative/disruptive behaviors and can lead to the transformation of people, relationships and communities.
- **South County Youth Task Force Tech Team (SCYTF):** Prevention team staff Co-Chair the Tech Team and Chair the Community Resource and Professional Development Subcommittee. They assist in the service delivery model of the SCYTF by coordinating community resources to meet the needs of South County youth and their families; essentially, surrounding them with a safety net of services. The SCYTF participated in two community events-- Adopt a Complex and Honoring the Badge--through the Faith Based Coalition and Party in the Park and National Night Out community events through the Community, Outreach, Engagement and Parks Subcommittee.
- **South County Collaborative:** Prevention Team Staff serve as members of the Collaborative and recruit other agencies to become members. The South County Collaborative is composed of 54 local non-profit community-based organizations, schools, private hospitals and clinics, and public agencies that serve South Santa Clara County's most vulnerable populations. The Collaborative works to increase the quality and quantity of human services as well as making them more accessible, efficient, and effective in an area of the county where government services are scarce, and government funding, foundation and individual giving are even more so.
- **Safe, Secure and Loved: Resilient Families Parent Education (RFP) Programs:** The DFCS partners with Sacred Heart, St. Mary's Parish, Gilroy Library and San Ysidro Community Center. RFP promotes intergenerational healing, family wellbeing and resilience. Focused on classes for mothers with children ages 0-3, the class led by Promotoras, teaches parents to engage in healthy attachment to their children, i.e. emotional presence, stress management, self-care, compassionate listening, brain development, etc. Mothers are then paired with Godmothers (Madrinas) whose mission is to provide support and encouragement to the non-biologically related mothers after they complete their six classes. The godmothers remain present in the mother's life for one year. Monthly Family Social Gatherings take place in which mothers and godmothers are encouraged to participate and bring their spouses and children. The DFCS supports the recruitment of Mothers and Godmothers at community events, Gilroy Unified School District (GUSD) parent groups, etc.
- **Resource Family Recruitment:** Through community relationship building with faith-based institutions and in partnership with Help One Child, aid in the

recruitment of Resource Family homes in Gilroy. Also, participate in community events throughout the South County area.

- **Community-Based Events:** In partnership with local city municipalities, police departments, Juvenile Probation (Neighborhood Safety Unit), Probation Department, Community District Attorney's, Public Health, Behavioral Health, SCYTF, non-profit agencies and for-profit agencies/companies, launched summer community events and "Party in the Park" series. Events promote a more connected, engaged and safer neighborhoods and to foster positive relationships with county agencies, local law enforcement and key agencies. Participated in "Summer Fun in the Park" event series in Morgan Hill, which promoted outside activities for the community.
- **Strengthening Families:** SSA invested in a grant writer to pursue a five year grant from the Department of Health and Human Services, Administration for Children and Families to (1) strengthen the existing South County collaboration to support service expansion and resource leveraging; (2) expand on community engagement efforts; (3) Provide accessible resources and services to address children's & families' range of needs, including immediate needs and connections to other existing services; and (4) expand community capacity to deliver effective services through training, data sharing, and cross system collaboration. The DHS-ACF has since notified us that we were not awarded this grant, but the SSA is committed to finding financial support to launch the work.
- **Matching Grant:** In partnership with the SCYTF and the SCC Library, leveraged funding and secured matching dollars for Rise Up Grant to curb violence by providing educational opportunities for at-risk youth, their parents, and neighborhood leaders.

The education and training includes:

- **Parent Project Training:** Collaborated with the DA's office to offer Parent Project Training at DFCS for both community and DFCS families. A community worker is in progress to complete the training of trainers and will conduct two classes, six sessions each over three years.
- **Resilient Families Program:** See above.
- **Community Forum with DFCS Director:** Dialogue and develop a partnership between DFCS and the community at-large.
- **Resource Directory:** Developed resource guide outlining South County resources.
- **Father Support:** Supported GUSD to offer Gilroy El Canto Colibri Film, which focuses on Latino fathers supporting their LGBTQ sons.
- **Adverse Childhood Experience (ACEs) Screening and Panel:** Partnered with Santa Clara County ACEs Network, Behavioral Health Services, Public Health, and Community Solutions for the screening of Resilience: The Biology of Stress and the Science of Hope. Chronicles the promising beginnings of a national movement to prevent childhood trauma, treat toxic stress and greatly improve the health of future generations.

- **Basic Needs:** Connected South County families to the Diaper Kit Program being conducted through the Adelante Family Resource Center located at Rebekah Children's Services. Families receive one free kit per child per month. Each kit consists of 80-100 diapers (sizes 1-5) and 200 wipes
- **Re-entry Support:** Partnering with the Office of Reentry to start a collaborative of agencies to create comprehensive supports for parolees and low-level prisoners as they re-enter the community.

As previously mentioned, because Gilroy is a hotspot for the highest general neglect referrals, substantiated general neglect allegations and entry into foster care placement due to allegations of general neglect in Santa Clara County, resources and services are being targeted here and in its surrounding communities. Since the launch of these supports, the rate of unduplicated children in referrals with general neglect allegations has dropped from 7.9 percent (30.9 per 1000) to 6.4 percent (27.1 per 1000). Similarly, the rate of unduplicated children with substantiated general neglect allegations has dropped from 10.3 percent (8.1 per 1000) to 6.9 percent (5.6 per 1000). Unfortunately, the rate of unduplicated children who entered foster care placement due to general neglect allegations increased from 8.5 percent (1.3 per 1000) to 10.4 (1.5 per 1000). Efforts to understand this increase need to occur and drive any alterations in services as necessary.

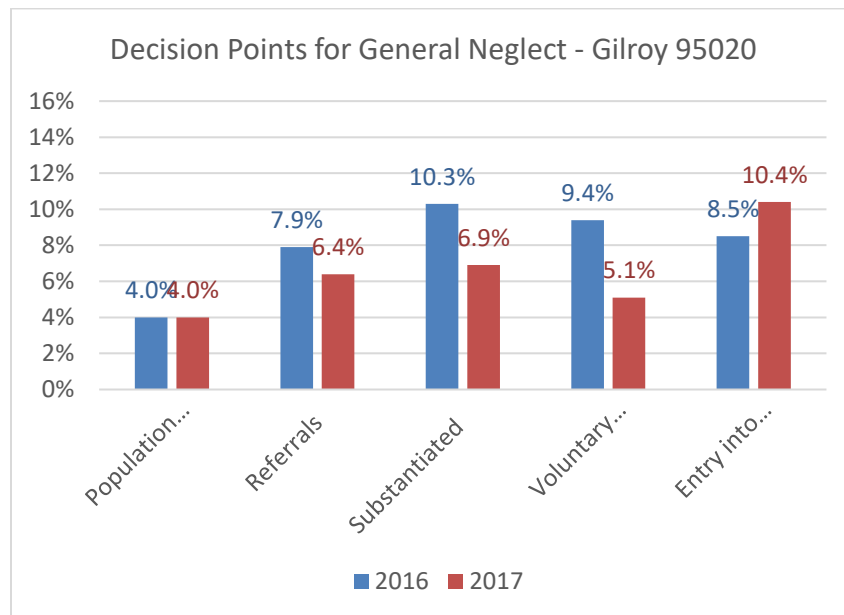


Figure 5. General Neglect Trends at Key Decision Points, 95020, CY 2016-2017

East San Jose Prevention Efforts (Zip Codes 95111, 95112, 95116, 95122, 95127)
 East San Jose is very diverse ethnically and linguistically; however, it is largely Latino and Asian/Pacific Islander. The vast majority (ranging from 60% to 81%) speak languages other than English. Common across our target ZIP codes is that there is significant poverty, the majority of households have incomes of less than \$60,000 compared to the county's median of over \$97,000. Mayfair shows the greatest concentrated poverty.

Other Noteworthy Collaboration and Teaming – Countywide

The prevention team actively collaborates throughout the county to leverage partnership and resources. Additional examples that benefit the county include:

- **DFCS Food Pantry:** In partnership with the YMCA of Silicon Valley and Second Harvest Food Bank, shelf-stable snacks now available for our children, youth and families during visits and other appointments.
- **Support of Child Abuse Council Prevention efforts:** Supporting the conferences, “Understanding Sexual Violence through a Cultural Lens” and the Annual Child Abuse Prevention Conference as well as collaboration with the distribution and promotion of the Blue Ribbon Child Abuse Prevention Campaign in April.
- **2018 Fatherhood Conference:** DFCS actively participated in promoting this event among fathers throughout the county, solicited participant raffle prizes and provided scholarships for 100 participants.
- **Parent Project:** Collaborated with DA’s Office to offer Parent Project Training at the DFCS to both community and DFCS families
- **Mandated Reporter Training:** Revamped curriculum to include expanded lessons on cultural humility, reporter bias, and how poverty does not necessarily correlate to general neglect.
- **Resource Fair:** In partnership with the Katie A./Behavioral Health Department to host a Social Worker resource fair in which over 100 DFCS staff engaged with local non-profits in effort to learn more about local resources that can benefit families they work with.
- **Public Outreach & Community Engagement:** In partnership with ICAN, DFCS Agency Director aired on 3 local Vietnamese Radio and TV programs in effort to conduct outreach about the importance of child abuse prevention and promoting the five protective factors.
- **Gang Awareness Training:** Partnered with DAs office to offer a series of trainings for DFCS staff and partners, raising safety awareness for their work in the field.
- **Inform existing directories (211):** Identify new community resources and share with 211 to add to on-line directory.
- **Supervised Visits:** Partner with First 5 and their Family Resource Centers to host supervised visits for children under the age of five. (Expected in 2019)
- **Cross-System Partnerships:** Active participation with the Santa Clara County Office of Education’s School Climate Leadership Workgroup.

The following contracts launched in July 2018. Data will be made available in the next report.

- **New Hope for Youth:** Will provide evidenced-based/informed Case Management Intervention gang prevention services for referred youth that range from: “At risk” youth residing in a high-risk community (hotspot areas, low socioeconomic areas) all the way to “Gang-intentional” which includes youth explicitly identified and/or arrested for gang-related incidents or acts of gang violence through the justice department.

- **Amigos de Guadalupe:** Will provide to east San Jose residents the following supports: Food Distribution; Immigration: - DACA/DAPA document preparation; Housing -Rental Assistance; Mobile Medical Van; Counseling Services; Citizenship Classes; English as a Second Language classes -Adult Literacy; After school programming -Summer School.

Sonoma County

Child Welfare

Parent Orientation and Parent Mentor Program

These programs offer families who are in Family Maintenance or Family Reunification early engagement and orientation into the child welfare process so they have the knowledge to understand the court dependency process alongside a Parent Mentor. The goal is to increase successful reunification, decrease length of time to reunification, and eliminate re-entry into foster care. The Parent Orientation program served 49 clients total, 35 of those clients completed the full array of services while 14 completed some level of services. The Parent Mentor program engaged 104 clients in services.

Due to high increase of referrals and caseloads for these programs, FYC received preliminary approval to add an additional parent mentor and expect to have this position filled by November 2018.

Housing Assistance and Permanency Program

The housing program continues to successfully house families at a rate higher than expected, despite the community wide challenges that exist. Thirtyfive families were permanently housed this reporting period. Additionally, the housing program team acquired a higher level of engagement that effectively built bridges in the community between themselves and various other housing programs in order to increase access to resources for families in child welfare. Specifically, these resources have included Rapid Rehousing subsidy, participation within the Coordinated Entry system, Family Reunification Program vouchers and concrete resources.

Juvenile Probation

Flexible Funding to Support Well-being

The agency served 34 youth this reporting period and has no updates on this program. They expect to serve approximately the same amount next reporting period.

Guiding People Successfully (GPS) Program

This program provides services to gang impacted youth involved with the juvenile justice system as well as those who are at risk for involvement. The GPS Program provides a coordinated approach to identifying youth who are at risk of gang

involvement, assessing the needs of the youth to service strategies designed to provide opportunities and alternatives to the gang lifestyle. The core elements of the GPS program are (1) centralized intake (2) preliminary identification of risk and protective factors; (3) referrals to community-based organizations who provide a variety of interventions and services; and (4) case management through a monthly meeting of the Multi-Disciplinary Assessment and Referral Team (MDART). Partial funding for this program began July 1, 2018 and will continue through the end of the Waiver. The agency serviced 5 children and families this reporting period.

Placement Parent Group

Sonoma County Probation served 3 families this reporting period. After one year of assessment, the agency decided to restructure this program due to low attendance, moving from a group format to one-on-one case management and will enhance parent psychoeducation and support. They are in discussions about how to transition this program to a more effective model, perhaps combining these clients into the traditional Wraparound program.

Significant Evaluation Findings to Date

See Appendix C – Semi-Annual Report Addendum from NCCD

Recommendations and Activities Planned for Next Reporting Period

Planned Activities (October 2018 – March 2019)

Wraparound Collaboratives

The first Wraparound Collaborative will be held February 14, 2019 in Southern California. The remaining Wraparound Collaboratives have not yet been calendared.

SOP Collaboratives

The first SOP Collaborative will be held February 2019 in Oakland, CA. Additional SOP Collaboratives will be held on May 14, 2019 in San Deigo, CA and August 7, 2019 in Davis, CA.

SOP Fidelity Learning Community

The purpose of this learning community is to assist counties in developing their capacity to maintain fidelity. A series of webinars is being hosted by the Regional Training Academies and CDSS in order to provide an opportunity for counties to share strategies, challenges, and best practices regarding SOP. Each session will focus on a specific topic and will be anchored in one of the three implementation drivers.

Block 1: Leadership Drivers

- Session 1 (October 4, 2018) – The Supervisor's role: How supervisors support implementation and practice of SOP.
- Session 2 (October 18, 2018)– The Manager's role: How managers support implementation and practice of SOP.

Block 2: Competency Drivers

- Session 3 (November 1, 2018) - Attending to Competency Drivers: Strategies for developing SOP Skills at all levels of the workforce.
- Session 4 (November 15, 2018) - Engaging families: Strategies for engaging families.

Block 3: Organizational Drivers

- Session 5 (November 29, 2018)-Creating a healthy organizational culture, developing a culture of learning and considering how SOP fits with other statewide practices and initiatives
Session 6 (December 13, 2018) - Implementation, Fidelity and CQI: Gathering and analyzing information to see the impact of SOP.

California Well-Being Project Annual Meeting

The annual meeting will take place on November 13 and 14, 2018, with a theme of connecting the vision of CCR to sustainability planning and transition from the Title IV-E waiver to an FFPSA environment.